

## ORIGINAL ARTICLE

# Correlational analysis of internal marketing and internal customer loyalty as strategies for increasing competitiveness and productivity

### ABSTRACT

The main objective of this study was to determine the relationship between internal marketing and internal customer loyalty in a printing company located in Lima, Peru. The method used was a quantitative approach with an applied research design, at a correlational and non-experimental level. A survey was used by means of a 70-item questionnaire distributed to 106 employees selected by simple random sampling. The nonparametric correlation coefficient Spearman's Rho was used to measure the strength of the association between the variables. The reliability of this measuring instrument was evaluated by means of the Cronbach's alpha coefficient, which yielded a value of 0.972, indicating a high reliability and cohesion between the questions of the questionnaire. The results obtained show that there is a correlation between internal marketing (0.719) and internal marketing dimensions such as motivation, which obtained the highest score (0.706), followed by work development (0.668), organizational support (0.601) and internal communication (0.577) with the variable internal customer loyalty. The study concludes that systematic improvement of the organizational structure and internal communication programs, as well as constant motivation of the workforce at all hierarchical levels, are the key elements of internal marketing to promote a shared vision among employees to ensure competitive development and productivity.

**Keywords:** internal marketing; internal customer loyalty; internal communication; workforce development; organizational support.

**Eddy Hugo Arias Borda**

eddy.arias@unmsm.edu.pe

ORCID: <https://orcid.org/0000-0002-1744-3276>

Universidad Nacional Mayor de San Marcos, Facultad de Ciencias Administrativas, Lima, Perú

Submitted: 05/14/2024 - Accepted: 10/03/2024 - Published: 12/xx/2024

## INTRODUCTION

Competitiveness and productivity are key elements for economic progress and poverty reduction in the current global context, characterized by volatile financial markets and complex management decisions. In this scenario of uncertainty, companies and leaders are forced to constantly innovate, optimize the allocation of resources, and adapt nimbly to changes in the environment, since the ability to remain competitive in this context not only ensures the viability of organizations, but also drives sustainable economic growth and job creation. In this context, where flexibility and adaptability are as important as financial strength, efficiency and operational excellence are essential tools for navigating the complexities of the globalized economy. Countries such as Denmark, Ireland and Switzerland occupy the top positions in competitiveness, in contrast to Mongolia, Argentina and Venezuela (IMD World Competitiveness Booklet, 2023). The human capital index emerges as a cross-cutting factor with a significant impact on strengthening competitiveness and productivity in this global scenario. Thus, for more

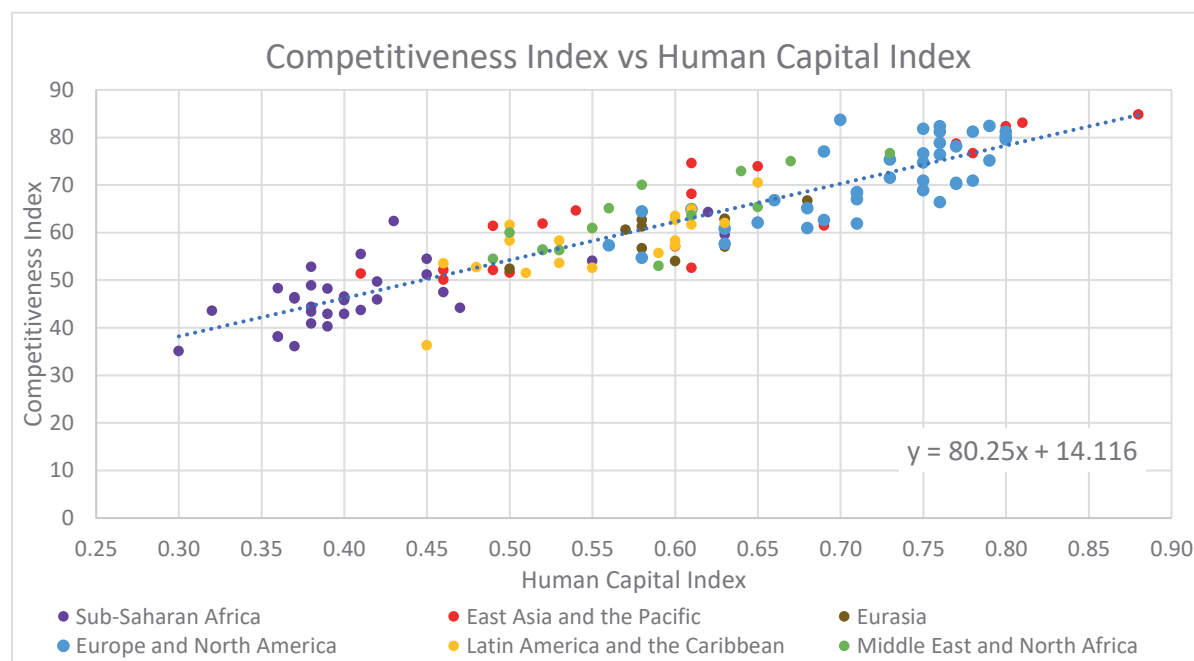
than a decade, the economies of the first world - globalized and automated - have been valuing human skills and abilities that, together with cognitive skills, bring economic benefits in the medium and long term (World Bank, 2019).

This human development approach differs from critical economies in different parts of the world. A clear example is Latin American countries such as Haiti, Guatemala, and Honduras, which have critical Human Capital Index scores of 0.45, 0.46, and 0.48, respectively. Figure 1 presents an analysis of 134 countries that shows a remarkably high correlation of 0.9104 between the Competitiveness Index (CI) and the Human Capital Index (HCI), underscoring the interdependence of these indicators.

The gap in benchmarks becomes more relevant when analyzing variation by geographic region. By segmenting countries by region, it is possible to identify measures of position, such as the first quartile, median, and third quartile for ICH in different areas of the world. These measures show clear differences between regions. For the ICH of Sub-Saharan Africa, Figure 2 shows values of 0.373, 0.395 and 0.428 for the

**Figure 1**

*Competitiveness and Human Capital Index*



Note. Prepared by author based on source World Bank (2021) and Schwab (2019).

first quartile, median and third quartile, respectively. For Latin America and the Caribbean, the corresponding values are 0.5, 0.55 and 0.6. Similarly, for Eurasia, the values are 0.575, 0.58 and 0.63; for the Middle East and North Africa, 0.52, 0.57 and 0.643; for East Asia and the Pacific, 0.495, 0.61 and 0.775; and finally for Europe and North America, 0.68, 0.75 and 0.77. This analysis highlights the marked differences between the various regions mentioned.

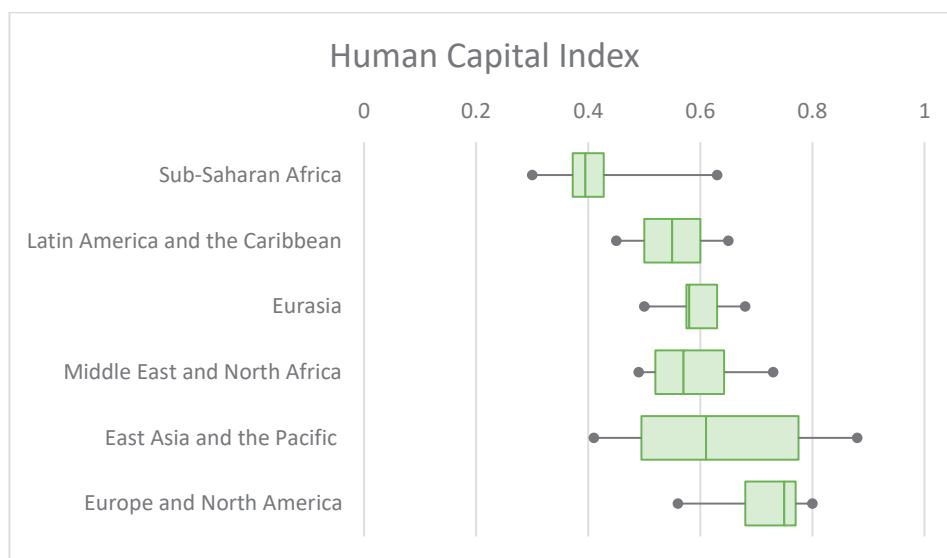
In addition, by further segmenting the countries by zone, the measures of position for the CI can be identified. Figure 3 shows that in Sub-Saharan Africa, the first quartile, median and third quartile are 43.0, 46.1 and 50.8, respectively. In Latin America and the Caribbean, the corresponding values are 53.5, 58.3 and 62.0. Similarly, the figures for Eurasia are 55.4, 60.6, and 62.8; for the Middle East and North Africa, 56.3, 62.3, and 70.7; for East Asia and the Pacific, 50.4, 62.8, and 77.7; and for Europe and North America, 64.9, 70.9, and 78.8. These figures again show significant differences between the different geographical regions. This confirms the presence of hotspots on the African and South American continents.

In the early 2000s, Latin American and Caribbean (LAC) countries experienced remarkable economic growth. However, starting

in 2008, this trend experienced a significant decline, coinciding with the global financial crisis of that year (Zurita *et al.*, 2009). This was followed by an upturn in 2016. Research by Acosta-Ormaechea *et al.* (2022) has shown that after the 2020 pandemic, LAC countries experienced a stagnation in their economic growth, accompanied by a decline in productivity and growth rate. This phenomenon is attributed, to some extent, to the economic slowdown that occurred during this period.

The International Monetary Fund (IMF) report (2022) highlights that, unlike strong economies such as the United States, Europe and some emerging markets, Latin America and the Caribbean (LAC) has much lower productivity levels in manufacturing, trade and services due to informality, cumbersome regulations, taxes and poor governance. It also shows that this phenomenon also affects formal firms, which are less productive than their counterparts in other emerging economies. This disparity underscores the urgency of implementing policies aimed at fostering innovation, investing in human and technological capital, and improving the efficiency of production processes to reverse this trend and promote sustainable economic growth in the region.

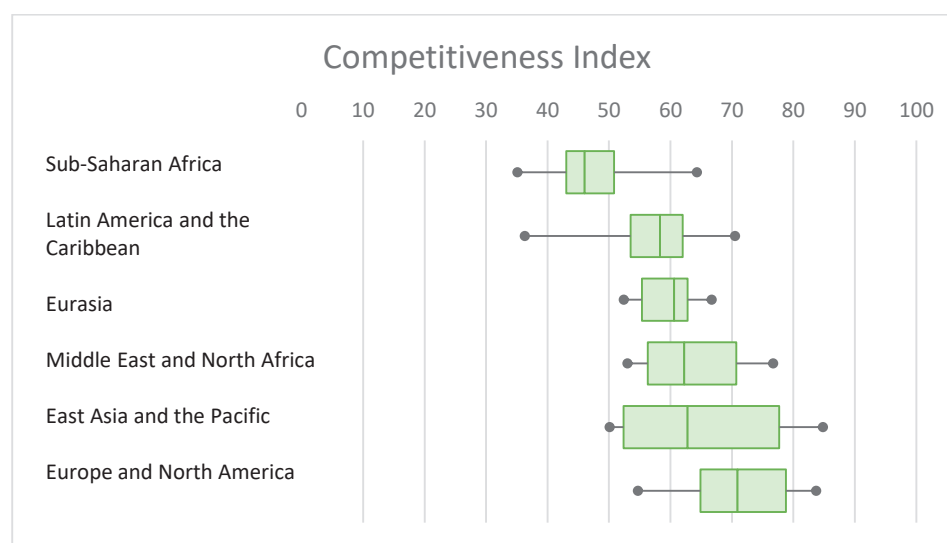
**Figure 2**  
*Human Capital Index*



Note. Prepared by author based on source World Bank (2021).

**Figure 3**

Competitiveness Index



Note. Prepared by author based on source Schwab (2019).

Acosta-Ormaechea *et al.* (2022) highlight the close relationship between productivity growth and innovation, pointing to its intrinsic nature in the process of economic development. However, in the context of Latin America and the Caribbean (LAC), several additional factors influence this dynamic. For example, the study highlights the preponderance of family-owned businesses in contrast to U.S. business structures, suggesting potentially less efficient management and lower productivity in the region. The study also finds significant correlations between productivity and variables such as labor informality, human capital, economic stability, and trade openness. This relationship underscores the complexity of the economic environment in Latin America and the Caribbean and the need to consider multiple factors when designing policies to boost productivity and economic growth.

On the other hand, the analysis of the IMD World Competitiveness Booklet (2023) provides additional insight into the challenges facing the region in terms of competitiveness and economic development. With Chile, Peru and Mexico ranking relatively high, while Brazil, Argentina and Venezuela lag behind, this ranking reflects the diversity of economic contexts and priority areas to be addressed in each

country. These results highlight the importance of tailored and specific policies to address the individual needs of each economy in the quest for sustainable and equitable development in the region.

### Productivity and Competitiveness in Peru

In the analysis of the indexes and rankings of competitiveness and human development, Peru obtained a score of 0.61 in the human capital index, placing it fourth in the region and 61st out of 134 countries worldwide, and with a score of 61.7 in the competitiveness index, placing it sixth in LAC and 65th worldwide (out of 141 countries). According to the regression formula  $y = 80.25x + 14.116$ , the expected score for the Peruvian competitiveness index was 63.7, while the score obtained was 61.7, i.e. the actual score is 2 points below the expected benchmark score.

According to ComexPeru (2021), 96% of companies in Peru were classified as SMEs, representing a significant part of the country's business fabric. In turn, these SMEs employed 43% of the economically active population, underscoring their importance in job creation. It is important to note, however, that 86% of these SMEs operated informally in 2021. Microenter-

prises face a high mortality rate in their first years of operation. In Peru, for example, there is a 45% probability that a microenterprise will fail in its first five years, a figure that rises to 53% in Ecuador and 34% in the rest of the Organization for Economic Cooperation and Development (OECD) countries. This situation poses a significant challenge to business development and economic stability in the region.

In addition, it is important to consider that those firms that manage to survive the first five years of operation do not necessarily achieve sustainable growth. Ruiz-Arranz *et al.* (2018) point out that the lack of attention to productivity as a key factor for business growth hinders regional development and endangers the quality of employment and workers' income, by making companies more vulnerable to external changes. In this sense, it is essential to establish business growth strategies based on a more efficient use of human and physical capital, motivating workers to overcome resistance to change, encouraging them to effectively implement the established strategies and directing them to achieve the required behavior (Ahmed and Rafiq, 2002). Considering that the exchange of ideas that may occur between the employer and an employee contributes to achieving benefits for both (Anosike and Ahmed, 2009), adding to the efforts that help improve productivity rates, instead of relying exclusively on extractive activities and international capital.

The notion of "creative destruction", originally postulated by Schumpeter, has been a fundamental phenomenon in developed countries, where it has driven innovation in processes, products and services, as well as contributing to the emergence of new professions. However, its successful replication in Latin America and the Caribbean (LAC) has been limited. The dynamics of destruction and creation, essential for progress, is mediated by various factors, including human capital, new organizational structures and technology, which act as catalysts for development by boosting productivity and wealth generation (Quiroga-Parra, 2022).

In the global competitiveness ranking, Peru ranks 54th, having moved up from 58th place in 2021. However, it is important to note

a decrease in its score compared to previous years. In 2019, Peru scored 57.2 points, while in 2022 its score fell to 49.6 points, a decrease of 7.6 points in just three years. Chile continues to lead the region in this aspect, ranking 45th, followed by Mexico at 55th, Colombia at 57th, Brazil at 59th, Argentina at 62nd and Venezuela at 63rd. The report highlights that 63.54% of competitiveness can be explained by GDP per capita. In addition, the historical evolution between 2008 and 2022 shows a negative trend in the points obtained by Latin American countries, which poses significant challenges to improve crucial sectors for development, such as health, infrastructure and education (Marquina *et al.*, 2022). This analysis highlights the need for policies aimed at strengthening these aspects in order to promote competitiveness and sustainable development in the region.

The general hypothesis was that there is a relationship between internal marketing and internal customer loyalty. As specific hypotheses it is indicated that there is a relationship between the dimensions: internal marketing motivation, work development, organizational support and internal communication with internal customer loyalty.

This study is relevant because in Peru there is no complete scientific information in the graphic business sector that allows measuring the level of association between the dimensions studied in order to promote the competitiveness and productivity of organizations in this area.

## Literature review

The concept of internal marketing has undergone a significant evolution throughout the history of business. In this evolution, there has been a growing recognition and appreciation of the critical role that human talent plays in organizations, i.e., more emphasis has been placed on the skills, abilities and individual contributions of employees, understanding that these qualities are not only essential for achieving institutional goals, but are also fundamental pillars for long-term organizational success. In this sense, internal marketing has become a strategic tool that seeks not only to increase productivity and work performance, but also to cultivate a work environment conducive to



the development and personal fulfillment of employees. From this perspective, it is recognized that employee engagement and satisfaction are key aspects in achieving operational excellence and fostering innovation within the organization.

According to Hiliieghy (2022), internal marketing is positioned as an effective means of increasing productivity in organizations and improving the quality and performance of employees. This approach not only facilitates the fulfillment of institutional goals and objectives, but also makes a vital contribution to the survival and profitability of companies, as well as supporting the community by satisfying the needs and desires of its members. In addition, internal marketing actively seeks to promote job satisfaction, which in turn has a positive impact on external customer satisfaction. A study conducted shows a significant correlation of 0.916 between internal marketing and employee satisfaction, which has a direct impact on the operational performance of telecommunications companies in Iraq during the year 2021. The study highlights the critical importance of internal marketing as a strategic tool to drive business success and improve the experience of both employees and customers.

Another definition of endomarketing is that it is an organizational strategy to increase the satisfaction of employees, which has an impact on their "happiness" in performing their work, which is essential for the performance and quality of their work, as well as for the reduction of labor turnover. The positive factors of endomarketing are considered to be motivated workers, improved productivity, lower turnover, loyal and committed workers, a pleasant organizational climate synonymous with "happiness" as part of the corporate culture (Prado de Souza, 2022).

Farias *et al.* (2019) state that endomarketing management consists of actions that produce concrete results for the organization, and that endomarketing programs must be aligned with organizational objectives, and that endomarketing management contributes to the improvement of total quality, and that since the latter focuses on strategic planning, processes, workers, environment, and others,

he concludes that it helps the organization to be in continuous improvement.

According to Reino (2018), in the current global context, markets are increasingly competitive and buyers are more demanding, forcing companies to develop other management models to satisfy their customers, so many companies are turning to using communication as a tool to achieve employee loyalty.

There are also studies that confirm that the higher the level of employee loyalty, the higher the operational performance. However, these studies do not distinguish between the length of time employees have been with the company, so to test this claim, Janson and Wiklund (2019) conducted a study to measure the level of loyalty of employees who had been with the company for more than 15 years compared to other employees with less than 4 years of seniority. The authors found that factors such as organizational culture, familiarity, or opportunities for personal growth were more important than tangible benefits. They concluded that companies should differentiate the way they retain employees based on their level of experience, and they found that there are different levels of loyalty.

Torrellas and Fernandez (2018) believe that endomarketing should be carried out under approaches such as marketing activities, quality and customer service approaches of all areas to achieve organizational objectives. They define the productivity of the human factor as the axis of economic development. For their part, Durán *et al.* (2013) consider that the motivation of employees and a positive climate in organizations in the United States have a positive impact on productivity. It is noteworthy that these studies agree in highlighting the differential importance of the internal environment of any organization, where both motivation and work climate play a decisive role in productive performance, thus allowing the achievement of previously established goals. In addition, these analyses highlight the importance of factors such as organizational climate and corporate culture, which have a direct impact on employee satisfaction and commitment. It is therefore a challenge for managers to effectively lead organizations

towards better performance for their internal customers, to promote well-being at work, and to create an environment conducive to the personal and professional development of employees.

For an organization to develop and compete in today's markets, in a global environment and in constant restructuring, in an increasingly competitive, complex and changing environment, demanding higher levels of productivity, strategies must be sought that allow it to advance in this direction in order to meet organizational challenges (Puusa *et al.*, 2016; Regalado *et al.*, 2011). Therefore, it is considered that the only factor that can generate competitive advantages in the long term is the workforce. In this sense, in order to achieve organizational objectives, managers must rely on the capabilities of their professionals, especially those who occupy leadership positions or perform key responsibilities (Alcaide, 2008). He goes on to argue that in order to improve the quality of services, there must be the voluntary and decisive participation of all workers, which is achieved through internal marketing (Alcaide, 2015). In turn, González *et al.* (2020) consider internal marketing as a strategy to get employees to commit to organizational goals and also to achieve personal satisfaction with the work performed. González *et al.* (2016) affirms that when an employee is committed to the organization, he or she will actively contribute to the achievement of the company's objectives, while Zainal and Roslin (2018) consider that satisfied employees generate satisfied customers, which in turn generate higher profits in a company. For their part, Dede and Koçoğlu (2018) consider that a loyal employee puts the organization's interest before his or her own interest and thus develops psychological belonging even in adverse conditions.

Hilieghy (2022), in his study *The Impact of Internal Marketing Dimensions on Job Satisfaction and its Impact on Performance in Iraqi Telecom Companies*, has as its main purpose to establish the relationship between internal marketing and internal customer loyalty in a company in the telecommunications sector. In order to achieve this objective, specific objectives were set including the measurement

of internal communication, job development, motivation and organizational support in relation to internal customer loyalty. The author's findings in this research provide scientific evidence for the existence of a relationship between the aforementioned constructs, suggesting the need for further research to deepen the understanding of the various key factors that influence employee loyalty. This finding not only contributes to the existing body of knowledge, but also opens new lines of research aimed at improving internal marketing strategies and strengthening employee loyalty and commitment within organizations.

This study plays a crucial role in mitigating the lack of reliable scientific information on internal marketing and loyalty, particularly in its relationship with productivity and competitiveness in the Peruvian context. Consequently, the objective is to present entrepreneurs with a new perspective on the fundamental role of human capital in small and medium enterprises, positioning it as the central axis for carrying out continuous improvement processes, which in turn facilitates the achievement of organizational objectives. In addition, this research draws a line for future multivariate research that addresses other factors complementary to internal marketing, such as assertive communication linked to work environments in different territorial contexts, according to the size of the companies.

## METHODS

This research is of quantitative approach and applied type, which allows to increase the scientific knowledge on the literature of internal marketing. It is of correlational level and non-experimental design, since the variables were not manipulated (Kerlinger and Lee, 2002; Hernández-Sampieri and Mendoza, 2018). The population consisted of 215 workers. The selected sample was stratified by worker category, distinguishing between employees and operators. Within each of these categories, participants were randomly selected. In the organization under study, there were 70 employees and 145 operators. Therefore, the sample of 106 people was divided into 35 employees and 71 operators. In addition, it has a reliability level of 95% and a margin of error of

0.05. On the other hand, the technique used to collect the information was the interview along with a 70-item questionnaire. The latter was applied to workers in general in a private organization. Then, Cronbach's alpha was used and a value of 0.972 was obtained, which, according to Hernández-Sampieri *et al.* (2014), indicates a very high reliability and guarantees a high cohesion in the elaboration of the questions.

Spearman's coefficient was used in this research because it is suitable for nonparametric distributions and the data did not meet the assumptions of normality because they were organized in a dispersed manner.

Internal Marketing (IM) and Internal Customer Loyalty (ICF) were identified as the study variables, and the dimensions of Internal Communication (IC), Labor Development (LD), Motivation (M), and Organizational Support (OS) were identified as the dimensions of Internal Marketing. Data were collected over a 15-day period, taking into account both the calculated sample size and the proportion of employees and operators within the sample. Once the information was obtained, the computer tools Microsoft Excel and IBM SPSS

Statistics v26 were used. The former was used to transfer the collected information into a digital spreadsheet, while the latter was used to process and analyze the data. Similarly, SPSS was used to calculate association and correlation indicators between the IM variable and the FCI variable, as well as between the IM dimensions (IQ, DL, M and SO) and the FCI variable.

## RESULTS

According to Table 1, the Kaiser-Meyer-Olkin (KMO) and Barlett tests showed significant values of 0.852 and 0.885 for the MI and FCI variables, respectively. These results, according to the perspective of Hernández-Sampieri *et al.* (2014), indicate the degree of interrelation between the variables. In other words, these values suggest that the variables analyzed are sufficiently related to each other, which strengthens the validity of the relationships and the consistency of the model used in the study.

### Chi-square tests

After calculating the Chi-square (see Table 2), between the variables of internal marketing and internal customer loyalty, a value of

**Table 1**

*KMO and Barlett's Test for the Variables Internal Marketing and Internal Customer Loyalty.*

		Internal Marketing	Internal Customer Loyalty
<b>Kaiser-Meyer-Olkin measure of sampling adequacy</b>		<b>0.852</b>	<b>0.885</b>
<b>Bartlett Test of Sphericity</b>	Approximate Chi-square	2384.044	2794.379
	gl	595	595
	Sig.	0.000	0.000

Note. Prepared by the author.

**Table 2**

*Chi-square Test and Spearman's Correlation Values for the Internal Marketing Variable and its Dimensions (Internal Communication, Work Development, Motivation and Organizational Support) with the Internal Customer Loyalty Variable*

Dimensions	Pearson's Chi-Square			Spearman's Coef.	
	Value	df	Asymptotic significance (two-tailed)	Correlation coefficient	Sig. (two-tailed)
Internal Marketing Variable	164.093	16	0.000	0.719	0.000
Internal Communication Dimension	92.010	16	0.000	0.577	0.000
Work Development Dimension	99.358	16	0.000	0.668	0.000
Motivation Dimension	115.898	16	0.000	0.706	0.000
Organizational Support Dimension	74.079	16	0.000	0.601	0.000

Note. Prepared by the author.



164.093 was obtained with a significance of 0.000, which is less than 0.05. Therefore, it is confirmed that there is a relationship between internal marketing and internal customer loyalty. In turn, to know the level of correlation, Spearman's correlation coefficient was calculated between the two variables and an  $r = 0.719$  was obtained. This indicates that there is a positive and high correlation between the two variables. Therefore, it is proposed to contrast the relationship between internal communication, work development, motivation and organizational support with the loyalty of the internal customer of the private organization in question.

The Pearson chi-square obtained between the internal communication dimension and internal customer loyalty was 92.010 with a significance level of 0.000, which establishes that there is a relationship between the internal communication dimension and internal customer loyalty. The value of Spearman's coefficient was 0.577, indicating a positive and moderate correlation between the two. Between the dimension called Work Development and Internal Customer Loyalty, the results showed significant findings. First of all, when examining the relationship between job development and internal customer loyalty, a chi-square of 99.358 was found with a significance of 0.000, indicating a relevant relationship between both aspects. In addition, a Spearman correlation coefficient of 0.668 was observed, confirming a positive correlation between these two elements. On the other hand, when examining the dimension of motivation in relation to internal customer loyalty, a chi-square of 115.898 and a significance of 0.000 were obtained. This indicates a significant relationship between both variables, supported by a Spearman correlation coefficient of 0.706, which shows a strong positive correlation between them. Finally, when examining the relationship between organizational support and internal customer loyalty, a chi-square of 74.079 was obtained with a significance of 0.000. This confirms the existence of a significant relationship between these constructs. In addition, the Spearman's coefficient of 0.601 indicates a strong positive correlation between organizational support and internal customer loyalty. These results highlight the importance of aspects such as internal

communication, work development, motivation and organizational support in the context of internal customer loyalty in the organization under study.

## DISCUSSION

The analysis of the relationship between internal marketing and internal customer loyalty shows a bilateral significance of 0.000 (less than 0.05) and a Spearman correlation coefficient  $r = 0.719$ , indicating that there is a significant relationship between the two. These findings are consistent with previous research, such as that of Abd-Elmageed *et al.* (2021), which found a significant correlation between internal marketing and organizational commitment, with a correlation coefficient of  $r = 0.874$  and a statistical significance of less than 0.001, indicating a strong positive relationship. Similarly, the work of Paz *et al.* (2020) found a correlation of  $r = 0.870$  between endomarketing and organizational commitment, with a significance of 0.000, indicating a significant relationship between both variables. On the other hand, the study of Salah (2019) determined that internal marketing affects employee commitment in affective, continuance, and normative terms, with a correlation coefficient of  $r = 0.877$ , indicating a positive and high correlation between both variables.

The results obtained with the dimensions revealed relevant information. First, it was found that between internal communication and internal customer loyalty a Spearman correlation coefficient of 0.577 was obtained. This finding is similar to the study by Paz *et al.* (2020), which found a value of  $r = 0.753$ . This implies that more effective internal communication is related to greater organizational commitment. This finding reinforces the idea that adequate internal communication can positively influence employee commitment to the organization. On the other hand, the results obtained between job development and internal customer loyalty revealed a Spearman correlation coefficient of 0.668, thus confirming the existence of a relationship between the two. These results are consistent with the research conducted by Paz *et al.* (2020), who found a value of  $r = 0.660$  when studying the relationship between worker development and affective

commitment. This suggests that as workers experience greater development, their commitment to the organization tends to increase.

It is important to note that these findings are different from those obtained by Mahalingam and Suresh (2018) in their study on the relationship between training and organizational commitment. In their research, they found a sig value  $> 0.05$  and an  $r = 0.03$ , indicating that there is no significant relationship between these variables. This leads to the conclusion of a very low correlation between training and organizational commitment. On the other hand, the work of Ramos (2018) found a value of sig = 0.015 ( $s < 0.05$ ) and an  $r = 0.352$ , indicating the existence of a weak correlation between training and organizational commitment. These results highlight the complexity of the relationship between different aspects of professional development and organizational commitment, and emphasize the importance of considering different factors in these analyses.

The analysis of motivation and internal customer loyalty revealed a Spearman correlation coefficient of 0.706, which supports the existence of a significant relationship between them. It is important to note that these results are different from previous studies, such as the study by Sidjabat (2021), where a correlation coefficient of  $r = 0.345$  was found; therefore, it was concluded that motivation has a low impact on employee performance. Similarly, in the study of Ramos (2018), a significance level of sig = 0.017 and a correlation coefficient of  $r = 0.337$  were observed, indicating a low relationship between motivation and organizational commitment. This is in contrast to the results obtained in the present study.

Finally, it is found that between organizational support and internal customer loyalty, a Spearman correlation coefficient of 0.601 is obtained, confirming the existence of a relationship between the two. This finding contrasts with the results of a previous study by Berhane (2021), where a Spearman correlation coefficient of -0.691 was found. This indicates a strong negative correlation between management support and turnover intention. On the other hand, the study by Salah (2019) suggests that there is no significant

relationship between management support and organizational commitment, while Rahman and Ashrafi (2018) argue that organizational support positively affects employee satisfaction, emphasizing that those who leave the company do so because of their supervisors rather than the company itself.

## CONCLUSIONS

Based on the overall result, it is concluded that there is a direct and significant relationship between internal marketing and internal customer loyalty, so it can be inferred that as internal marketing improves in the organization, internal customer loyalty will also improve. Likewise, based on the results found between the dimensions of internal marketing, considered individually (internal communication, work development, motivation and organizational support) and internal customer loyalty, it can be concluded that each of them has a direct and significant relationship with internal customer loyalty.

On the other hand, if we analyze the perception between the variables of internal marketing and internal customer loyalty, as well as the dimensions of internal communication, work development, motivation and organizational support in relation to internal customer loyalty, independently, and if we consider a third variable, which is the category of employee, according to the data collected, it can be observed that there is a significant difference in perception between employees and operational personnel. However, it is important to note that this discrepancy was consistent in all the cases analyzed, which indicates that the difference in perception is evident in each case studied.

Finally, I believe it is of utmost importance to continue to explore the topic through future studies in order to further expand the body of knowledge. In addition, it is important to emphasize the importance of the sample size, as it must be large enough to take this additional factor into account. While recognizing the substance of this recommendation, it is prudent to mention that it also needs to be extrapolated to other organizations in order to obtain solid points of comparison and thus mitigate

any potential cognitive bias. From my point of view, I also believe that the results of this study provide a solid basis for managers and owners of small and medium-sized enterprises to guide their actions by making informed decisions and formulating strategies aimed at improving productivity. These results also encourage an ongoing dialogue about the factors that are considered critical to the sustainable growth of economies, recognizing human potential as the most valuable resource available to organizations.

## REFERENCES

- Abd-Elmageed, E., Abd-Allah, W., & Hizah, D. (2021). Internal Marketing and its Impact on the Organizational Commitment of Employees in Airlines. *Journal of Association of Arab Universities for Tourism and Hospitality*, 21(3), 50-79. [https://journals.ekb.eg/article\\_192009\\_1cab-2829b49b93dbb5406a28eb2144d0.pdf](https://journals.ekb.eg/article_192009_1cab-2829b49b93dbb5406a28eb2144d0.pdf)
- Acosta-Ormaechea, S., Duarte, I., & Pienknagura, S. (2022). La productividad en América Latina y el Caribe: Tendencias recientes y el shock de la COVID-19. Fondo Monetario Internacional. <https://www.imf.org/-/media/Files/Publications/REO/WH/2022/october-2022/Spanish/background-paper-3-es.ashx>
- Ahmed, P., & Rafiq, M. (2002). *Internal marketing: Tools and concepts for customer focused management*. Butterworth-Heinemann.
- Alcaide, J. C. (2008). Los tres enfoques clave del marketing interno. *Harvard Deusto*. Obtenido de <https://www.harvard-deusto.com/los-tres-enfoques-clave-del-marketing-interno>
- Alcaide, J. C. (2015). *Fidelización de clientes*. ESIC.
- Anosike, U. P., & Ahmed, P. K. (2009). *Internal marketing: focus on practice*. *International Journal of Management Practice*, 3(4). <https://www.inderscience.com/offers.php?id=26962>
- Banco Mundial. (2021). The Human Capital Index 2020 Update. Human Capital in the Time of COVID-19. World Bank. <https://openknowledge.worldbank.org/bitstreams/8ca3928c-0e04-59bf-ba37-713442d6fab0/download>
- Banco Mundial. (2019). *Informe sobre el desarrollo mundial 2019: La naturaleza cambiante del trabajo*. <https://www.bancomundial.org/es/publication/wdr2019>
- Berhane, L. (2021). *The effect of internal marketing on employee turnover intention, the case of intercontinental Addis Hotel* [Tesis de maestría, St. Mary's University]. <http://repository.smuc.edu.et/handle/123456789/6069>
- ComexPeru. (2021). *Las micro y pequeñas empresas en el Perú Resultados en 2021*. Lima: ComexPeru. <https://www.comexperu.org.pe/upload/articles/reportes/reporte-comexperu-001.pdf>
- Dede, Y., & Koçoğlu, M. (2018). The Mediating Role of Employee Loyalty between Employee Empowerment and Employee Innovative Behavior: A Study from Teknopark Istanbul. *Journal of the Faculty of Economics and Administrative Sciences*, 8(1), 55-82. <https://dergipark.org.tr/en/download/article-file/498218>
- Durán, L., Estévez, J., Parra, Z., Vivas, M., Castro, J., & Durante, C. (2013). La humanización del trabajo, marketing interno y la tecnología como base de la productividad social. *Revista Venezolana de Ciencia y tecnología*, 4(2), 1-17. <https://ojs.urbe.edu/index.php/revecitec/article/view/1128/1651>
- Farias, B., Anderson, D., Da Silva, D., Miranda, L., & Dutra, S. (2019). Reflexões das funções do endomarketing como ferramenta estratégica na gestão da qualidade. [https://www.researchgate.net/publication/341655317\\_RE-FLEXOES\\_DAS\\_FUNCOES\\_DO\\_ENDOMARKETING\\_COMO\\_FERRAMENTA ESTRATEGICA\\_NA\\_GESTAO\\_DA\\_QUALIDADE](https://www.researchgate.net/publication/341655317_RE-FLEXOES_DAS_FUNCOES_DO_ENDOMARKETING_COMO_FERRAMENTA ESTRATEGICA_NA_GESTAO_DA_QUALIDADE)
- Fondo Monetario Internacional. (2022). *Perspectivas económicas Las Américas*. International Monetary Fund. <https://www.imf.org/es/Publications/REO/WH/Issues/2023/10/13/regional-economic-outlook-western-hemisphere-october-2023>
- González, F., Moreira, N., Loor, M., & Hidalgo, A. (2020). Analysis of the Internal Marketing Dimensions in Social Economy Organizations: Study Applied to Co-operativism in Ecuador. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.580673>
- González, F., Sánchez, S. M., & López-Guzmán, T. (2016). The Effect of Educational Level on Job Satisfaction and Organizational Commitment: A Case Study in Hospitality. *International Journal of Hospitality & Tourism Administration*, 17(3), 243-259. <https://doi.org/10.1080/15256480.2016.1183547>
- Hernández-Sampieri, R., & Mendoza, C. (2018). *Metodología de la investigación. Las rutas cuantitativa, cualitativa y mixta*. McGraw-Hill Interamericana Editores.

- Hernández-Sampieri, R., Fernández, C., & Baptista, P. (2014). Metodología de la investigación. McGraw-Hill / Interamericana Editores.
- Hilieggy, M. (2022). The impact of internal marketing dimensions on job satisfaction and its impact on performance in iraqi telecom companies. Institute of Graduate Studies Business Administration. <https://openaccess.altinbas.edu.tr/xmlui/handle/20.500.12939/2734>
- IMD World Competitiveness Booklet (2023). IMD – International Institute for Management Development. <https://www.imd.org/centers/wcc/world-competitiveness-center/>
- Janson, S., & Wiklund, F. (2019). Employee loyalty and the factors affecting IT. A qualitative study comparing people with different working experience on their view of employee loyalty. Umeå University. <https://urn.kb.se/resolve?urn=urn:nbn:se:umu:diva-161047>
- Kerlinger, F., & Lee, H. (2002). Investigación del comportamiento. McGraw-Hill.
- Mahalingam, S., & Suresh, M. (2018). The Impact of Organizational Commitment on Employee Loyalty in IT Industry with Reference to Coimbatore City. International *International Journal of Research in Engineering, Science and Management*, 1(5), 55-59. [https://www.ijresm.com/vol1iss5May18/IJRESM15\\_16.pdf](https://www.ijresm.com/vol1iss5May18/IJRESM15_16.pdf)
- Marquina, P., Avolio, B., Del Carpio, L., & Fajardo, V. (2022). *Resultados del Ranking de Competitividad Mundial 2022*. Centrum PUCP. <https://repositorio.pucp.edu.pe/index/handle/123456789/185975>
- Paz, J., Huamán, S., & Tarrillo, J. (2020). Endomarketing, compromiso organizacional y satisfacción laboral en colaboradores de una asociación educativa. *Apuntes Universitarios*, 10(4), 108-125. <https://doi.org/10.17162/au.v10i4.495>
- Prado de Souza, T. A. (2022). Importância do endomarketing para o aumento da produtividade na organização. *Faculdade Sant'Ana Em Revista*, 6(1), 20 - 46. <https://www.iessa.edu.br/revista/index.php/fsr/article/view/1976>
- Puusa, A., Hokkila, K., & Varis, A. (2016). Individuality vs. communality - A new dual role of co-operatives? *Journal of Co-operative Organization and Management*, 4(1), 22-30. <https://doi.org/10.1016/j.jcom.2016.02.002>
- Quiroga-Parra, D. J. (2022). Las nuevas fuentes de productividad: perspectiva en América Latina. Universidad Cooperativa. <https://doi.org/10.16925/9789587603583>
- Rahman, A., & Ashrafi, D. (2018). The relationship between internal marketing and employee job satisfaction: A study from retail shops in Bangladesh. *Journal of Business and Retail Management Research*, 12(3). <https://doi.org/10.24052/JBRMR/V12IS03/ART-13>
- Ramos, W. (2018). Internal Marketing Dimensions and Organizational Commitment of Universal Banks' Employees. Integrative Business and Economics Research. [https://sibresearch.org/uploads/3/4/0/9/34097180/riber\\_7-s2\\_b14-066\\_39-51.pdf](https://sibresearch.org/uploads/3/4/0/9/34097180/riber_7-s2_b14-066_39-51.pdf)
- Regalado, O., Alpacca, R., Baca, L., & Gerónimo, M. (2011). Endomárketing: estrategias de relación con el cliente interno. Esan ediciones. <https://repositorio.esan.edu.pe/items/6e2fb6f2-3bb-2-4ce9-bcf3-f46d872401b6>
- Reino, G. (2018). Propuesta de comunicación integral para impulsar la fidelización con el cliente interno y externo de la empresa nacional de transportes, servicio y comercio Cía. Ltda. (NATRANSCOM CÍA LTDA.), en el año 2018 [Tesis de maestría, Escuela Superior Politécnica de Chimborazo]. Repositorio Escuela Superior Politécnica de Chimborazo. <http://dspace.esPOCH.edu.ec/handle/123456789/8427>
- Ruiz-Arranz, M.; Beverinotti, J.; Andrian, L.; Stucchi, R.; Lotti, G.; Castellani, F.; Castilleja Vargas, L.; Borensztein, E.; Martin, L.; Garay Rodriguez, P.; Avellán, L.; Carrillo, P. E.; Chacón, N.; Leal Calderon, Z.; & Deza, M. (2018). Creciendo con productividad. Una agenda para la región andina. Banco Interamericano de Desarrollo. <http://dx.doi.org/10.18235/0001178>
- Salah, M., Abou-Shouk, M., & Fawzy, N. (2019). Exploring the Impact of Internal Marketing on Organizational Commitment of Travel Agents Employees. *International Journal of Hospitality & Tourism Systems*, 12(1). [https://www.researchgate.net/publication/330168608\\_Exploring\\_the\\_impact\\_of\\_internal\\_marketing\\_on\\_organizational\\_commitment\\_of\\_travel\\_agents\\_employees](https://www.researchgate.net/publication/330168608_Exploring_the_impact_of_internal_marketing_on_organizational_commitment_of_travel_agents_employees)
- Schwab, K. (2019). The Global Competitiveness Report 2019. World Economic Forum. [https://www3.weforum.org/docs/WEF\\_TheGlobalCompetitivenessReport2019.pdf](https://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf)
- Sidjabat, S. (2021). The effect of work motivation and employee loyalty on employee performance at Pt Vigano Copta Perdana. *Advances in Transportation and Logistics Research*, 4. <https://proceedings.itltrisakti.ac.id/index.php/ATLR/article/view/367>



- Torrellas, I., & Fernández, A. (2018). Mercadeo interno como estrategia de productividad en la industria farmacéutica en el municipio de Maracaibo. *CICAG: Revista del Centro de Investigación de Ciencias Administrativas y Gerenciales*, 15(2), 150-164. <https://dialnet.unirioja.es/servlet/articulo?codigo=6430985>
- Zainal, H., & Roslin, R. (2018). The mediating effect of employee delight on the relationship between internal marketing and employee performance. *International Journal of Business and Society*, 20(3), 908-923. <https://www.ijbs.unimas.my/volume-11-20/volume-20-no-3-2019/620-the-mediating-effect-of-employee-delight-on-the-relationship-between-internal-marketing-and-employee-performance>
- Zurita, J., Martínez, J., & Rodríguez, F. (2009). La crisis financiera y económica del 2008. Origen y consecuencias en los Estados Unidos y México. *El Cotidiano*, (157), 17-27. <http://www.redalyc.org/articulo.oa?id=32512739003>

#### **Conflict of Interest**

The author has no conflicts of interest to declare.

#### **Author Contributions**

Eddy Hugo Arias Borda (lead author): conceptualization, data curation, formal analysis, research, methodology, resources, visualization, writing (original draft, review, and editing).