

## ORIGINAL ARTICLE

# Impact of endomarketing on job satisfaction in professional services in metropolitan Arequipa

### ABSTRACT

This study aims to analyze the impact of endomarketing, as an independent variable, on job satisfaction, as a dependent variable, in the professional services sector of Metropolitan Arequipa during 2022, thus filling the existing information gap in this context. A descriptive and explanatory methodological approach was adopted, with a non-experimental and cross-sectional design. The sample, selected by stratified random cluster sampling, consisted of 380 workers. Data were collected through a structured questionnaire with a Likert scale, adapted from instruments validated by Huang *et al.* (2019) for endomarketing and Palma (2008) for job satisfaction. The results show that endomarketing significantly affects job satisfaction. In the model, the coefficient of 10.354 represents the base value of the latter when the independent variables are equal to zero. Likewise, internal communication (coefficient = 0.407), training (coefficient = 0.377) and endomarketing feedback (coefficient = 1.574) have a positive and significant impact on job satisfaction. In conclusion, the results highlight the importance of investing in continuous training programs, establishing effective feedback mechanisms, and improving internal communication systems to enhance job satisfaction in organizations.

**Keywords:** endomarketing; job satisfaction; Arequipa; professional services.

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## INTRODUCTION

This study examines the impact of endomarketing on job satisfaction in the professional services sector in the metropolitan area of Arequipa in 2022. Job satisfaction is essential, as it not only affects the well-being of employees, but also has a direct impact on the quality of services provided to clients. However, there is a gap in literature regarding the influence of endomarketing in this area.

The main difficulty lies in the lack of knowledge about how endomarketing strategies affect job satisfaction in this sector. This limitation hinders the implementation of measures to strengthen the work environment and productivity, which are key aspects in a competitive market. Therefore, this research is relevant as it seeks to fill this gap and enable companies to focus their strategies on improving satisfaction through endomarketing.

As Fuciu and Dumitrescu (2018) and Biron (2020) emphasize, endomarketing is essential for providing quality services and fostering customer loyalty. Its purpose is to attract, develop, motivate, and retain qualified employees, as their well-being directly affects their commitment and performance (Zeithaml *et al.*, 1990). According to Regalado *et al.* (2011), it is defined as a set of actions aimed at implementing internal improvements that promote employee satisfaction, a positive organizational climate, and greater loyalty to the company. Its main dimensions include internal communication, training and internal feedback. The first, according to Kreps (2004) and Bohnenberger (2005), involves the exchange of messages between employees, which is crucial for maintaining team cohesion and motivation. The second, according to Chiavenato (2019), consists of systematic processes to improve skills and competencies, which contributes to performance and professional growth. Finally, internal feedback, according to Rafiq and Ahmed (2000), allows the evaluation and adjustment of employee performance.

The dependent variable, job satisfaction, is an effective response that results from the interaction of employees' needs, experiences, and expectations with their working conditions (Sikula, 1991; Bracho, 1998). Its dimensions

are: task significance, recognition, working conditions, and economic benefits. The first, according to Herzberg (1993), refers to the impact of the job on the employee's life, taking into account the relevance of their responsibilities and the intellectual challenge involved. Recognition, according to the same author, refers to the evaluation of performance and achievements. Working conditions, according to Herzberg (1993) and Chiavenato (2019), include environmental, ergonomic and economic factors that affect the well-being of employees. Finally, economic benefits, according to Fuentes (2012), include salary compensation and incentives.

Endomarketing is an important technique for improving employee job satisfaction (Kotler & Keller, 2015). In the competitive environment of professional services, where organizational success depends on client satisfaction, employee well-being is often undervalued, leading to high staff turnover and compromised service quality (Acosta, 2021). Companies such as Ernst & Young International (EY) have recognized the value of these strategies for training and developing human capital.

Endomarketing practices, such as promoting a positive work environment and encouraging professional growth, are key to optimizing operations and retaining talent (Villar Lavalle, 2020). The service economy is an important economic driver in developing countries, contributing significantly to employment and GDP (World Bank, 2019). However, the COVID-19 pandemic had a negative impact on this sector in Peru (Instituto Nacional de Estadística e Informática [INEI], 2021), reinforcing the urgency of implementing endomarketing strategies to maintain competitiveness. Despite this, the industry has shown resilience and growth, providing opportunities to strengthen its development through these tactics (Banco Central de Reserva del Perú, 2022).

Recent studies, such as those by Goula *et al.* (2022) and Payares *et al.* (2020), show a positive correlation between endomarketing and job satisfaction in the healthcare sector. This highlights the importance of considering endomarketing strategies to improve job satisfaction, which is crucial for maintaining employee stability and commitment.

Ballantyne (2003) expands on this perspective, defining endomarketing as a critical element of professional services by treating employees as internal customers. This model encourages effective communication and proper coordination of tasks between front-line and support staff. Endomarketing strategies seek to align the efforts of employees to better meet the needs of external customers.

Agüero *et al.* (2015) specify that job satisfaction must be distinguished from other work attitudes. They identify key dimensions such as organizational structure, nature of work, working conditions, and socio-psychological factors. Although some areas show satisfactory levels, critical aspects remain, such as compensation, incentives, and the work environment, which require continuous improvement. Satisfaction is a dynamic phenomenon, influenced by objective and subjective factors and linked to employees' perceptions and motivations. At the Group and organizational levels, significant differences were found in critical areas such as compensation, incentives and working conditions, highlighting the need to implement continuous improvement strategies to address these areas and improve employee satisfaction and engagement.

Nwoko *et al.* (2021) and Al-Hazmi (2020) examined this relationship in other contexts, such as the telecommunications sector and educational institutions, respectively. They concluded that endomarketing strategies and policies are significantly related to employee job satisfaction, supporting the importance of this approach in human resource management. Al-Hazmi (2020) examined the relationship between endomarketing policies and procedures and job satisfaction in Prince Sattam Bin Abdulaziz University. The results showed a significant positive correlation between these strategies and employee satisfaction with a value of 0.541. In addition, the correlation between internal communication and job satisfaction was 0.586, highlighting the importance of effective communication in organizations.

Cuchuca *et al.* (2022) highlight that endomarketing, consisting of strategies recently implemented in the business world, seeks to optimize relationships with internal customers.

Employee satisfaction in the workplace not only increases productivity, but also institutional commitment. The results show a positive and significant relationship between this tool and job satisfaction, which in turn is directly related to organizational commitment and productivity.

Studies such as those conducted by Mainardes *et al.* (2019) in the banking sector and Huang *et al.* (2018) in the airline industry have broadened our understanding of how these strategies affect job satisfaction and, consequently, business performance. The study by Huang *et al.* (2018) is particularly relevant as it provides a methodological basis for measuring endomarketing as an independent variable.

In the Peruvian context, Sarmiento (2020) analyzed endomarketing in agricultural and industrial companies in Lambayeque and found that job satisfaction depends mainly on factors such as salary, working conditions and power dynamics. The strong correlation between these two variables promotes employee motivation and loyalty. In line with this, Paredes *et al.* (2019) designed a retention strategy for tourism companies based on the model of Zeithaml *et al.* (1990), noting that job turnover stems from ambiguous job descriptions and failures in internal communication, suggesting that endomarketing could mitigate these problems.

Other studies, such as that conducted by Araque Jaimes *et al.* (2016) in Colombia, confirmed a positive relationship between endomarketing and organizational commitment in technology development centers (CDT), highlighting that the affective component of this commitment is the most receptive to these practices. Similar results were obtained by Zárate (2019) in the Llama Path Travel Agency (Cusco), where he found a moderate correlation (0.272) between the two variables, with internal communication as the key dimension. On the other hand, Falcón Villaverde (2017) reported an exceptionally high correlation (0.97) at Gazel Peru, reinforcing the usefulness of these strategies for talent retention.

Bohnenberger *et al.* (2005) in Brazil developed a theoretical model for the implementation and development of endomarketing, highlighting it as a crucial strategy for institutionalizing

organizational values and increasing commitment and customer satisfaction.

Castañeda (2019), in his study on endomarketing and organizational learning in Colombia, emphasizes the need for organizational management that considers human resources as the core of the company, building the organization from the inside out. In the Colombian context, both the macro and micro environments must be managed beyond traditional practices, integrating endomarketing as a key tool for organizational management.

According to Palma (2008), job satisfaction is a fundamental element in understanding employee well-being and performance. This author posits that job satisfaction results from a willingness to work, influenced by positive beliefs and values derived from work habits, where dimensions such as task meaning, working conditions, recognition, and economic benefits stand out as central factors in this research.

Sikula (1991) defined job satisfaction as an employee's affective response to work, emphasizing the importance of the relationship between the employee's emotional experiences and the work environment. This definition emphasizes the importance of factors such as recognition, task meaning, and social interactions in the workplace. Locke (1976) expanded on this perspective, describing it as a positive emotional state resulting from the evaluation of work experiences.

Recent research, such as that of Jaramillo *et al.* (2024), analyzed the impact of endomarketing on job satisfaction and employee commitment. They found a significant relationship between these variables. It was found that endomarketing has a positive impact on job satisfaction and employee commitment, as reflected in the statistical results. The second hypothesis was also supported by the results showing a significant relationship between endomarketing and job satisfaction. The analyses showed that employees appreciate the effort and importance their company puts into creating a work environment that fosters their satisfaction and commitment.

The relevance of studying job satisfaction in the professional services sector in metropolitan Arequipa lies in the importance of this

sector to the regional economy. High levels of job satisfaction not only contribute to talent retention and improved organizational performance, but also affect the quality of service provided to clients, which is critical in a sector where customer experience is key. This study aims to provide an in-depth, evidence-based analysis of how endomarketing strategies are being used as an effective tool to improve job satisfaction in the professional services sector.

Morris (2022) emphasizes the critical importance of endomarketing research in gaining a deeper understanding of the needs, expectations, and perceptions of employees within an organization. Morris argues that focusing on the internal team through research is essential to improving organizational culture and increasing job satisfaction. Endomarketing research helps identify areas for improvement, promote more effective communication, and create a work environment where employees feel valued and appreciated.

Yi *et al.* (2023) examined how endomarketing drives extra-role behaviors in salespeople, mediated by job satisfaction. They emphasize that strategies such as training, recognition, and organizational support not only increase satisfaction, but also motivate behaviors that go beyond formal responsibilities.

Local evidence from Llama Path Travel Agency (Cusco) confirms that endomarketing practices-improved communication, professional development, and recognition-increase satisfaction, reduce attrition, and strengthen loyalty (Zárate, 2019).

Lovelock and Patterson (2015) in Services Marketing also address the relevance of endomarketing as a key strategy for job satisfaction, particularly in service organizations. The authors argue that in order for organizations to provide quality service, internal employees must be motivated and committed to the organization's vision and goals.

In doing so, it aims to provide practical recommendations for companies in the region to improve employee satisfaction and, consequently, their competitiveness in the market. The main objective of this study is to fill the knowledge gap on the impact of endomarketing on job



satisfaction in the professional services sector in the metropolitan area of Arequipa. Through statistical data and detailed analysis, this study aims to provide practical recommendations that can be implemented by companies in the region to improve employee satisfaction.

## METHODS

The study adopted an explanatory methodological approach with a non-experimental cross-sectional design. The population analyzed consisted of workers in the professional services sector in the metropolitan area of Arequipa, with a stratified sample of 380 workers selected. Each cluster represented a service area in the region. The sample was drawn from a database of 120,000 emails, covering 85% of the total population, which ensured its representativeness.

Data collection was carried out using a structured questionnaire with a Likert scale, adapted from previous studies such as Huang *et al.* (2019) and Palma (2008). The instrument included two main sections: one dedicated to socio-demographic information, and two others to assess the study variables (endomarketing and job satisfaction). Its reliability was verified using Cronbach's alpha coefficient, the results of which showed a high internal consistency.

Excel and SPSS 27 were used to process the data, applying measures of central tendency, standard deviation and standardized coefficients for non-parametric variables. This methodology allowed us to analyze the impact of endomarketing on job satisfaction in the sector studied, guaranteeing the validity and reliability of the results. In conclusion, the instrument showed high reliability, with a Cronbach's alpha of 0.979 for the entire questionnaire and 0.868 for the second variable, considering the 28 items.

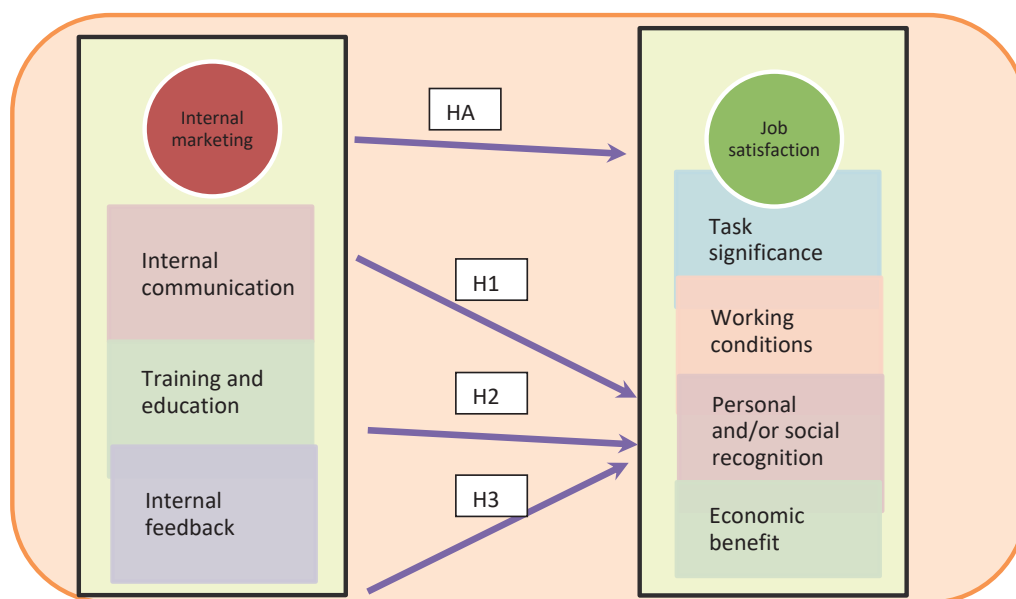
Figure 1 shows the independent variable (endomarketing) and the dependent variable (job satisfaction). The model aims to evaluate the impact of endomarketing on job satisfaction on a dimensional level.

## RESULTS

This section presents the descriptive and inferential results of the study. It should be noted that the instrument used was adapted from the questionnaires developed by Huang *et al.* (2019) for endomarketing and Palma (2008) for job satisfaction, using a Likert scale from 1 to 5 (where 1 = strongly disagree and 5 = strongly agree).

The constructs were divided into dimensions and indicators. Endomarketing included

**Figure 1**  
Research Model



Note. Prepared by the author.

three dimensions: internal communication, training and development, and organizational feedback. Job satisfaction included four dimensions: meaning of tasks, working conditions, recognition (personal/social), and financial compensation.

The following tables show the descriptive results, which allow us to identify opportunities for improvement by dimension and variable.

As shown in Table 1, in terms of internal communication, most respondents (72%) expressed a high degree of agreement regarding the clarity of the corporate image conveyed by the organization. A significant proportion perceived consistency between the messages received and the company's overall communication. These results suggest an overall effectiveness in conveying messages that are consistent and in line with the organization's communication strategy. A strength in this

dimension is that 72% of employees believe the organization communicates a clear brand image to them. However, 18% still do not perceive consistency in internal messages, suggesting an opportunity for improvement in communication alignment.

The training and development dimension indicates that a significant proportion of respondents agree that the organization focuses its efforts on training employees. A significant percentage reported receiving an orientation program from the organization. These results indicate that employees recognize the organization's efforts to provide opportunities for professional and personal development. A notable finding is that 66% of employees believe that training has enabled them to do their jobs well. However, 28% indicate that they did not receive an adequate orientation program, suggesting that the company could improve its onboarding process for new employees.

**Table 1**

*Descriptive results of the independent variable, endomarketing (percentages)*

	Stron- gly disa- gree	Disa- gree	Neu- tral	Agree	Stron- gly agree
<b>Endomarketing</b>	<b>3</b>	<b>12</b>	<b>15</b>	<b>38</b>	<b>33</b>
<b>Internal Communication</b>	<b>3</b>	<b>8</b>	<b>16</b>	<b>37</b>	<b>35</b>
My organization communicates a clear brand image to me.	7	11	12	43	26
The messages I receive are consistent with the company's overall communications.	7	11	12	45	24
Employees at all levels understand the organization's direction and key priorities.	6	13	12	48	22
There is an internal communications program for everyone in the organization.	8	12	11	51	18
All communication materials reflect a consistent style across the organization.	6	13	12	51	18
<b>Training and Education</b>	<b>6</b>	<b>13</b>	<b>13</b>	<b>41</b>	<b>28</b>
My organization focuses on employee training.	9	14	13	43	20
My organization has provided me with an orientation program.	12	14	14	39	21
Skill and knowledge development is a continuous process in my organization.	9	15	12	44	20
My organization teaches me why I should do things.	9	13	11	46	20
Training in my organization has enabled me to do my job well.	10	13	13	42	21
My organization helps me develop my communication skills to achieve the organization's goals.	11	15	12	41	21
<b>Endomarketing Feedback</b>	<b>9</b>	<b>18</b>	<b>5</b>	<b>40</b>	<b>27</b>
My organization solicits feedback from employees.	15	13	11	44	17
My organization regularly solicits employee suggestions.	18	10	6	44	23
My organization collects data on employee complaints.	17	11	16	42	13
My organization does a lot of internal market research.	16	13	16	46	9
My organization talks to me to identify problems I may have.	18	9	13	46	15
My organization surveys employees at least once a year to assess quality.	18	11	14	35	22

*Note.* Prepared by the author.

Internal feedback shows that a significant proportion of respondents agree that the organization collects employee feedback, but there are discrepancies in how often employee feedback is actively sought and data on complaints is collected. This suggests a need to improve internal feedback collection and analysis processes to ensure effective communication and appropriate response to employee concerns and suggestions. However, the item on internal market research reflects that only 55% of

respondents agree, while 29% disagree, indicating that the company does not systematically collect information on employee perceptions.

These results will serve as a starting point for designing and implementing specific strategies to improve internal communication, skills development, and the internal feedback process within the organization.

Table 2 shows significant contrasts in the four dimensions of job satisfaction assessed:

**Table 2**

*Descriptive results of the dependent variable, job satisfaction (percentages)*

	Stron- gly disa- gree	Disa- gree	Neu- tral	Agree	Stron- gly agree
<b>Job Satisfaction</b>	<b>0</b>	<b>29</b>	<b>2</b>	<b>58</b>	<b>10</b>
<b>Meaning of the Task</b>	<b>3</b>	<b>26</b>	<b>1</b>	<b>38</b>	<b>32</b>
I feel that the work I am doing is right for me.	17	15	9	40	18
The work I do is as valuable as any other.	14	16	2	44	25
I feel useful in my work.	14	14	4	45	23
I am satisfied with the results of my work.	14	17	5	44	21
My work makes me feel fulfilled as a person.	18	11	9	42	21
I enjoy the work I do.	16	13	5	42	23
My work makes me feel good about myself.	14	15	7	41	24
I enjoy the work I do.	12	17	7	43	21
<b>Working Conditions</b>	<b>3</b>	<b>27</b>	<b>0</b>	<b>53</b>	<b>17</b>
The physical layout of the workplace makes it easier for me to do my job.	16	13	11	44	16
The environment in which I work is comfortable.	17	11	8	43	20
I dislike my schedule.	24	21	14	33	8
Getting along with the boss improves the quality of my work.	15	16	4	42	23
The comfort of the workplace is second to none.	19	11	11	42	18
I find the work schedule inconvenient.	24	23	14	34	4
I like the physical environment in which I work.	15	16	4	49	16
There are amenities that make it easier to perform daily tasks.	14	17	7	46	16
My boss appreciates the effort I put into my work.	17	13	6	44	20
<b>Personal and/or Social Recognition</b>	<b>9</b>	<b>38</b>	<b>16</b>	<b>30</b>	<b>7</b>
I feel mistreated by the company.	29	18	9	37	6
I prefer to keep my distance from the people I work with.	26	24	14	30	5
I feel that the work I do is unimportant.	22	27	16	31	5
I find it boring to share work with other colleagues.	27	27	16	25	5
I dislike that my work is limited so that overtime is not recognized.	16	25	21	30	8
<b>Economic Benefit</b>	<b>3</b>	<b>34</b>	<b>24</b>	<b>35</b>	<b>4</b>
My salary is too low for the work I do.	21	24	20	31	5
I feel bad about what I earn.	18	33	18	27	4
My salary is acceptable.	16	24	15	39	6
I feel exploited at work.	33	27	11	25	4
My job allows me to meet my financial expectations.	13	26	17	36	8

Note. Prepared by the author.

meaning of work, working conditions, recognition (personal/social) and financial rewards.

In terms of job meaningfulness, 70% of employees perceive their work as valuable, highlighting a sense of usefulness and fairness in the evaluation of their roles. However, 32% do not see a personal connection to their job, which could affect their motivation.

When it comes to working conditions, there are significant differences in employees' perceptions. While a significant proportion feel comfortable in their physical work environment, 47% express discomfort with their work schedule. These results suggest that while the physical environment may be satisfactory for some, the work schedule is a source of dissatisfaction for others. This highlights the importance of improving the flexibility and comfort of work schedules.

Personal or social recognition is the dimension with the lowest approval ratings, at 37%. While a significant proportion feel valued by the company, a significant proportion feel unfairly treated by the company. These results indicate the need for a more comprehensive assessment of the company's recognition and treatment practices to address employee concerns and improve job satisfaction.

Finally, in terms of economic benefits, only 39% of responses were positive. Forty-five percent of employees consider their salary to be low, and 51% are dissatisfied with what they earn. While some feel their salary is acceptable, others feel their salary is low for the work they do.

In general, job satisfaction at the company shows strengths in the perception of the meaning of work and in the physical conditions

of the work environment. However, there are opportunities for improvement in the recognition of employees' efforts, schedule structure, and financial compensation. To increase job satisfaction, the company should focus on optimizing perceptions of fair pay, fostering a more collaborative work environment, and strengthening employee recognition and ensuring that their work is valued and appropriately rewarded.

These findings are important in proposing the study's hypothesis, which is that endomarketing has a positive impact on job satisfaction and its dimensions. This allows us to conclude that the implementation of business policies that indicate that investing in endomarketing can not only improve employees' perceptions of the organization but also increase their overall job satisfaction.

Table 3 presents the step-by-step model that analyzes the influence of endomarketing and its dimensions on job satisfaction. The first model evaluates the impact of internal communication on this variable. The results reflect a correlation coefficient (R) of 0.701, which indicates a strong positive relationship between the two factors. The R-squared (0.491) indicates that 49.14% of the variability in job satisfaction is explained by the effectiveness of internal communication. For its part, the standard error of estimation (13.477) highlights the importance of clear communication in the perception of employees.

In the second model, the variable training and education is added. With this addition, the correlation (R) increases to 0.770, showing a stronger association with job satisfaction. The R-squared value of 0.5926 indicates that 59.04% of the variability in job satisfaction is jointly ex-

**Table 3**  
*Summary of models 1, 2 and 3*

Model summary				
Model	R	R squared	Adjusted R-squared	Standard error of the estimate
1	,701 <sup>a</sup>	0.491495423	0.490150173	13.4773558
2	,770 <sup>b</sup>	0.592635816	0.590474733	12.0788033
3	,813 <sup>c</sup>	0.660413853	0.657704389	11.0429275

*Note.* a. Predictors: (Constant), Internal communication. b. Predictors: (Constant), Internal communication, Training and education. c. Predictors: (Constant), Internal communication, Training and education, endomarketing feedback. Prepared by the author.



plained by internal communication and training programs. Similarly, a standard error of 12.08 indicates that this model provides better accuracy and adjustment than the previous model.

The third model includes all independent variables: internal communication, training, and endomarketing feedback. This set has the highest correlation ( $R = 0.813$ ), confirming a strong relationship with job satisfaction. The R-squared (0.660) shows that 66.04% of the variability is explained by these three dimensions, and the standard error (11.04) confirms its superior predictive ability.

As shown in Table 3, the multiple regression analysis shows that each independent variable significantly increases the explanation of the variability of job satisfaction. Model 3, with all variables, stands out for its greater explanatory power (adjusted R-squared = 65.77%) and lower standard error (11.04), consolidating itself as the most robust of the three.

Table 4 shows that the final multiple regression model relates job satisfaction to the independent variables (internal communication, training and education, and feedback from endomarketing) as follows:

*Job satisfaction*

$$= 10.353515 + 0.407283 (\text{internal communication}) \\ + 0.376554 (\text{training and development}) \\ + 1.523787 (\text{feedback from endomarketing})$$

The regression model indicates that the dimensions of endomarketing have a significant impact on job satisfaction at the 95% confidence level. The constant in the model is 10.35, which represents the base value of job satisfaction in the absence of the evaluated factors. In terms of

predictors, the feedback variable in endomarketing has the greatest impact on job satisfaction, with a standardized beta coefficient of 0.598, indicating a strong influence. Furthermore, its significance level is  $p < 0.001$ , confirming that its effect is highly significant. This suggests that when employees receive clear feedback and feel that their voice is heard in the organization, their job satisfaction increases significantly.

The internal communication dimension also has a positive effect, although to a lesser extent, with a beta coefficient of 0.107 and a significance level of  $p = 0.047$ . This implies that clear and aligned communication within the organization contributes to improving employee satisfaction, although its effect is more moderate compared to feedback. On the other hand, the training variable also has a significant impact on job satisfaction, with a beta of 0.137 and  $p = 0.040$ . This indicates that employees who receive training and education perceive a higher level of job satisfaction.

In conclusion, the results show that feedback in endomarketing is the most important factor for job satisfaction, followed by training and internal communication. To improve employee satisfaction, the company should focus on strengthening feedback and active listening, improving organizational communication, and optimizing training and development programs.

## DISCUSSION

The results of this study confirm that endomarketing has a significant impact on job satisfaction in the professional services sector in metropolitan Arequipa. The multiple regression model identified three main predictors:

**Table 4**  
Unstandardized and standardized coefficients for model 4

	Non-standardized coefficients		Standardized coefficients		
	B	Dev. error	Beta	t	Sig.
(Constant)	10.353515	2.278293		4.544417	0.000007
Internal communication	0.407283	0.204215	0.106812	1.994384	0.046832
Training and education	0.376554	0.182433	0.137184	2.064067	0.039697
Endomarketing feedback	1.523787	0.175898	0.598665	8.662903	0.000000

Note. Prepared by the author.

internal communication, continuous training and organizational feedback, with a coefficient of determination ( $R^2 = 0.660$ ). This means that 66% of the variability in job satisfaction is explained by these variables, which confirms the strategic value of endomarketing in business management. Organizational feedback stands out as the most influential factor ( $R = 0.813$ ), underscoring its importance for employee well-being and motivation.

These findings are consistent with previous research on the impact of endomarketing on job satisfaction in different industries. Studies such as those by Acosta (2021) and Villar Lavalle (2020) found that organizational feedback and clear communication in companies are crucial factors in improving employee satisfaction. Similarly, studies in other contexts-such as those by Huang *et al.* (2019) in the aviation sector ( $R^2 = 0.58$ ), Nwoko *et al.* (2021) in telecommunications ( $R^2 = 0.686$ ), and Al-Hazmi (2020) in education ( $R^2 = 0.541$ )-have reported similar relationships between endomarketing and job satisfaction. This suggests that, regardless of industry, the implementation of well-structured endomarketing strategies contributes to greater employee satisfaction and, in turn, better organizational performance.

Despite the consistency with previous studies, some differences in the results are attributed to contextual and methodological factors. For example, the coefficient of determination in this study ( $R^2 = 0.660$ ) is higher than that of Huang *et al.* (2019). This could be explained by the specificities of the professional services sector, where internal communication and feedback play a more critical role in perceptions of job wellbeing than in industries where other structural factors, such as workload or task type, carry more weight. Furthermore, while previous studies have addressed endomarketing from a general perspective, this study emphasizes the importance of feedback as an essential component for improving work experience.

From a theoretical perspective, the data support the conceptual framework proposed by Kotler and Keller (2015), which emphasizes internal communication and recognition as pillars of workplace well-being. The inclusion of

organizational feedback as a relevant predictor provides empirical support for previous models and highlights the need to implement structured feedback systems to strengthen team engagement.

In practice, these findings have important implications for organizations in the industry. Endomarketing strategies that focus on improving internal communication, providing ongoing training, and establishing effective feedback mechanisms lead to higher levels of job satisfaction and productivity. In addition, these strategies contribute to talent retention and reduced staff turnover, key factors in a sector where stability and employee experience are fundamental to service quality.

The study has limitations, however. The geographical limitation to the metropolitan area of Arequipa makes it difficult to generalize the conclusions. In addition, the cross-sectional nature of the study does not allow causality to be established; future research should adopt longitudinal designs to analyze the temporal evolution of these variables. It would also be important to examine the interaction of endomarketing with other factors, such as organizational culture, workload, and leadership, which interact with endomarketing to influence job satisfaction. In conclusion, this study provides solid empirical evidence on the importance of endomarketing in job satisfaction and opens new lines of research to further explore its impact in different organizational contexts.

## CONCLUSIONS

The results confirm that endomarketing significantly influences job satisfaction in the professional services sector in metropolitan Arequipa. Multiple regression analysis showed that three variables - internal communication, continuous training and organizational feedback - explain 66% of the variability ( $R^2 = 0.660$ ). Feedback stood out as the strongest predictor ( $R = 0.813$ ), confirming its role in employee motivation and recognition, in line with previous studies (Acosta, 2021; Villar Lavalle, 2020). Internal communication also showed a significant relationship, supporting the importance of organizational transparency (Kotler & Armstrong, 2013). Finally, continuous training was identified as a relevant factor for work

commitment, although with a lower relative impact (Huang *et al.*, 2018).

This study contributes to the literature by providing specific data for the professional services sector in Metropolitan Arequipa, thus filling an important gap in the literature by providing specific data for this region. This allows for a better understanding of the impact of endomarketing in specific geographic and cultural contexts and lays the foundation for comparative research in other regions and sectors.

Questions are raised that would deepen the understanding of the impact of endomarketing on job satisfaction. How does internal communication affect job satisfaction in different industries? What is the impact of internal feedback on long-term job satisfaction? How does specific training for different hierarchical levels in an organization affect job satisfaction? These open questions provide opportunities to increase knowledge about endomarketing and its impact on job satisfaction, thereby contributing to the development of more effective human resource management strategies.

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#### **Conflict of Interest**

The author has no conflicts of interest to declare.

#### **Author Contributions**

Romina Pilar Manrique Moscoso ((lead author): Conceptualization, data curation, formal analysis, fundraising, research, methodology, project management, resources, software, supervision, validation, visualization, writing (original draft, review, and editing).