



Research Article

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Received: 10 June 2023 / Accepted: 10 December 2023 / Published: 5 January 2024

Work Motivation and Internal Marketing as Predictors of Satisfaction with Life in Peruvian Workers in the Sales Area

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DOI: <https://doi.org/10.36941/ajis-2024-0026>

Abstract

During the days of the health emergency caused by COVID-19, sales workers faced different challenges as they had to adapt to new work strategies, affecting their perception of life satisfaction. The purpose of this study was to analyze whether work motivation and internal marketing predict life satisfaction in Peruvian workers in the sales area of the Home and Health Educational Service. As a method of study, the predictive cross-sectional study was considered, with the participation of 525 Peruvian workers from the sales area of the Home and Health Educational Service of the Coast, Sierra and jungle between 18 and 50 years of age. For the collection of information, the Internal Marketing Scale, Work Motivation Scale and Life Satisfaction Scale were used as instruments. A correlation and multiple linear regression analysis were performed. In this sense, the results indicate that the findings show that internal marketing, work motivation and life satisfaction are directly and significantly related. Finally, it can be concluded that internal marketing and work motivation predict life satisfaction in Peruvian workers in the sales area of the Home and Health Educational Service.

Keywords: life satisfaction, internal marketing, sales workers, work motivation, human resources

1. Introduction

Because of the outbreak of disease caused by COVID 19, the Peruvian government decreed a period of mandatory social isolation (Ames-Guerrero et al., 2021; Rodriguez Morales et al., 2020; Roman-

Gonzalez & Vargas-Cuentas, 2020). Additionally, the International Labor Organization (ILO) highlighted that COVID is having a disproportionate effect on the workplace, especially in sectors that generate a large number of jobs (Mamani-Benito et al., 2020). This situation negatively affected the life satisfaction of thousands of workers (Ammar et al., 2020).

In the common populace, work becomes one of the salient domains that affects life satisfaction (Loewe et al., 2014). In this sense, organizational identification plays an important role in the lives of workers, pointing to corporate marketing, which first has to influence the working lives of employees and then expand to customers (Golob & Podnar, 2021). Internal marketing shows the process by which internal customers (collaborators) and external customers (consumers) are held accountable for the desired outcome (Manville & Ober, 2003). Internal marketing is a process to create an environment that allows each employee to act as a customer and as a customer to show responsibility (Ribhan & Maydiantoro, 2021). One of the determining factors why organizations worldwide have not been achieving positive results is precisely because internal marketing has changed due to COVID, which has affected motivation systems (Majerova et al., 2021).

Regalado et al., (Regalado et al., 2011) mentions that internal marketing has a variety of marketing strategies and actions, which can be used within companies or companies in order to motivate employees or internal customers. On the other hand, work motivation is an internal state that activates and directs our thoughts and is related to all the factors capable of provoking, maintaining and directing behavior towards a goal and all of them generate behaviors that vary in the degree of activation or behavior intensity (Ramírez et al., 2008)

Internal marketing has been analyzed in a general way, leaving a knowledge gap that needs to be studied (De Souza et al., 2014) showing the importance of the application of marketing in the organization itself (Fuentes Jiménez, 2009). Considering that satisfaction with life is an important construct in positive psychology (Baay et al., 2014; Gilman & Huebner, 2000; Huéscar Hernández et al., 2021) is considered a cognitive assessment of subjective well-being (Pavot & Diener, 2008) [14] and as a construct, it is intended to provide a global characterization of one's quality of life (Tsotsoros et al., 2019). Berry (Berry, 1981), one of the pioneers in using the "internal customers" concept, argues that internal marketing implies recognizing the employee as a customer, who through different dynamic actions and also seeking growth in his work can achieve personal satisfaction as an employee and a development of competences oriented to the external client (Lusch et al., 1996); Likewise, we can say that internal marketing contributes to the success of an organization on all fronts, both internal and external (Caro & Rodríguez, 2019).

Internal marketing, as a strategic element of organizations, has as main objectives to retain and motivate its internal customers, extending to a larger population that are external customers (Yusuf et al., 2017). The productivity of an employee depends greatly on the level of motivation, when a balance is achieved in these concepts it can be demonstrated both in good production together with an optimal and efficient work environment, in the same way if the employee's motivation is not adequate the result in the production would be affected (Peklar & Boštjančič, 2014).

On the other hand, it is important to analyze the workers since they constitute the axis of each organization and since they spend most of their time in their jobs, there is an intrinsic connection between job satisfaction and satisfaction with the Life (Coad & Binder, 2014). Likewise, if the workers are satisfied, this could have a positive influence on the productivity of the organization (Böckerman & Ilmakunnas, 2012). In the particular case of sales executives, previous studies show the importance of the executive's motivation, which could even determine the sale price (Glower et al., 1998). Despite the indisputable contributions of previous studies in determining the main factors associated with satisfaction with life of workers (Golob & Podnar, 2021; Loewe et al., 2014), there is a lack of studies that explicitly address work motivation and internal marketing, which could be related to worker satisfaction. This is the main contribution of this article, to the extent that this methodological approach allows obtaining solid findings and, therefore, valid implications about the possible predictive elements towards worker satisfaction, under a different scenario given here as it is the sales executives of the SEHS [Home and Health Educational Service].

Some studies have been referred to work motivation in different contexts such as education (Añez, 2006; Olivos et al., 2016), business (Sum-Mazariegos, 2015), services (Davila Sarmiento, 2013), and health (Hernández Junco et al., 2008) including the design of instruments that analyze work motivation [(Díaz et al., 2013) Additional studies show in the case of students, that demotivation affects their satisfaction with life (Huéscar Hernández et al., 2021). Likewise, previous studies confirm that work motivation is related to worker satisfaction (Nemteanu & Dabija, 2021). On the other hand, previous studies show the importance of internal marketing for workers, which can promote quality of service (De Bruin et al., 2021).

Ampofo (Ampofo, 2021) showed how various factors explain life satisfaction such as optimism or emotional exhaustion, however, it seems that no empirical study has examined how work motivation and internal marketing influence life satisfaction in Peruvian sales agents. Recognizing that life satisfaction plays an important role in organizational behavior and that it is inherently a multidimensional concept (Henriques et al., 2021). Based on this context, the objective of this research is to determine if work motivation and internal marketing predict life satisfaction in Peruvian workers in the sales area of the Home and Health Educational Service. This type of worker is also often called *colporteur*, the name given to the person dedicated to canvassing, which is the distribution of religious publications, books and pamphlets (Hazard, 2020). With the results of this research, it is expected to provide valuable information to improve the job satisfaction and quality of life of the workers of Home and Health Educational Service, which could have a positive impact on job performance and talent retention in the organization.

2. Materials and Methods

2.1 Study design

Cross-sectional predictive study, which explores a functional relationship through the prediction of some criterion variable from one or more predictors, where the predictors term is replaced by the independent variable and the criterion term by the dependent variable (Ato et al., 2013). This study was developed in cities located within the three natural or geographical regions of Peru, both the coast (narrow longitudinal strip that extends from the Pacific Ocean to 500 meters above sea level to meet the western foothills of the Andes Mountains), mountains (The Sierra or Andean zone begins above 500 meters above sea level, where the Andes Mountains rise to the East of the Coast, reaching the high Andean zone, above 4000 meters above sea level), and Peruvian jungle (The Peruvian jungle begins in the eastern foothills of the Andean Cordillera, and extends to the Peruvian political borders with Brazil, Colombia and Ecuador, in the territory of the Peruvian departments of Loreto, Amazonas, San Martín, Ucayali and Madre de Dios) between the months of October and November of the year 2021.

2.2 Participants

Through a non-probabilistic sampling, 525 Peruvian workers from the sales area of the Home and Health Educational Service of the Northern Peruvian Union and the Southern Peruvian Union, of both sexes, aged between 18 and 50 years, participated in the study. These are two confessional Peruvian institutions.

2.3 Instruments

The internal marketing scale developed and validated by Bohnenberger (Bohnenberger, 2006) and adapted by Paz (Paz Vilchez et al., 2020) y Carbajal Alvarado (Carbajal & Alvarado, 2019) for the Peruvian reality. Evaluates the perceptions of internal marketing by workers in its dimensions of development, retention, adaptation and communication. It is made up of 22 items divided into four

subscales: employee development, employee recruitment and retention, job fit, internal communication, and has a 5-point Likert-type scale (5=Strongly disagree to 1=Strongly agree) agreement. The reliability of the instrument, according to Cronbach's alpha coefficient, is 0.72, and its validity, according to the exploratory factor analysis, is 0.75. (Araque Jaimes et al., 2017).

Likewise, the work motivation scale developed by Sashkin (Sashkin, 1996) and adapted for the Spanish language by Toala y Mogro (Toala-Zambrano & Mogro-Rada, 2021). Measure that evaluates the protection and security needs, social and belonging needs, self-esteem needs and self-realization needs of the workers. It consists of 20 items (with negative items: 2,5,10,20). It is an instrument built on the basis of Likert-type scales. The scores used are 5 I do not agree to 1 I completely agree. The scale is valid and reliable ($\alpha = .91$).

And the Life Satisfaction Scale (SWLS) by Diener et al., (Diener et al., 1985) that evaluate the degree of satisfaction that the person has with his life. It was adapted and validated into Spanish by Atienza (Atienza et al., 2000), has also been validated to the Peruvian context by Caycho et al., (Caycho-Rodríguez et al., 2018). It is a short scale made up of five items. The rating format is Likert-type with five response options where 1 is totally disagree and 5 totally agree. The scale is valid (CFI = .994 and RMSEA = .071) and reliable ($\alpha = .93$).

2.4 Process

The data collection process of this research gathered relevant information to draw conclusions. It is important to note that this procedure may vary according to the type of study, the specific area of research and the resources available (Jackson, 2022). Therefore, it is described below that first, the purpose of the data collection was clear, and it was to determine whether work motivation and internal marketing predict life satisfaction in Peruvian workers in the sales area of the Home and Health Educational Service. Next, a plan was designed, at this stage the methods and techniques that were used to obtain the information were established; for the collection of information a virtual form of the instruments was created through a Google form, which was sent to the participants through WhatsApp, other social network platforms and email, determining the criteria used for the selection of the participants of the study. It is appropriate to mention that the collection was primary (Valdez et al., 2023). For it involved collecting the data first-hand, i.e., directly from the sources through the marketing scale. Before completing the link, participants gave their consent through an informed consent form that communicated the purpose of the study and emphasized that participation was voluntary and anonymous, and all these procedures followed the indications of the Declaration of Helsinki (Manzini, 2000). Finally, the study was approved by the ethics committee of the Universidad Peruana Unión.

2.5 Analysis of data

For the data analyses, the statistical program Microsoft Excel was used, then it was exported to the statistical program IBM SPSS for Windows version 25.0. First, the mean, standard deviation, asymmetry, and kurtosis of the study variables (internal marketing, work motivation, and life satisfaction) were calculated. Second, a Pearson correlation analysis was performed between the variables and finally a multiple linear regression analysis in order to respond to the research objectives

2.6 Ethical approval

This research was approved by the Ethics Committee of the Graduate School of the Universidad Peruana Unión 2021-CE-EPG-000062. In addition, the informed consent of the participants was requested and they were informed that their data would be confidential.

3. Results

3.1 Population characteristics

In Table 1, it is observed that 51.4% of the Peruvian Workers are women and 48.6% are men in the sample taken, 64.8% are between 18 and 23 years old, 18.3% are between 24 and 30 years old, which conforms the vast majority of responses. And, finally, 44.8% are from the mountains, 30.1% are from the jungle, 22.9% are from the coast, and only 2.3% are foreigners.

Table 1. Sociodemographic information.

		Frequency	Percentage
Sex	Man	255	48.6%
	Woman	270	51.4%
	Total	525	100.0%
Age	between 18 and 23	340	64.8%
	between 24 and 30	96	18.3%
	between 31 and 35	33	6.3%
	between 36 and 40	24	4.6%
	From 41 to 50	32	6.1%
	Total	525	100.0%
Origin	Coast	120	22.9%
	Mountains	235	44.8%
	Jungle	158	30.1%
	Foreign	12	2.3%
	Total	525	100.0%

Note. % = Percentage

Table 2 shows descriptive statistics, such as the mean, standard deviation (SD), asymmetry and kurtosis. Where the highest average is in the Work motivation variable, and the lowest average is in the Life satisfaction variable, and the greatest dispersion is found in the Internal marketing variable. And the coefficient of asymmetry, does not exceed the range of being greater than 1.5 and less than -1.5, so it is considered to be symmetric and on the kurtosis in the Internal Marketing variable and Work Motivation exceed the aforementioned parameters, so it would have a leptokurtic distribution, that is, with less variation within its results.

Table 2. Descriptive analysis of the variables Internal marketing, Work motivation and Satisfaction with life.

	M	SD	G1	G2
Internal marketing	42.98	18,926	1,415	1972
Work motivation	47.49	9,675	1,273	2011
Satisfaction with life	13.08	5,852	0.194	-1,051

Note. M = mean; SD = standar deviation; G1 = Asymmetry; G2 = Kurtosis.

Table 3 shows the relationship between the variables Internal Marketing and Work Motivation with a result of 0.602 ($p < 0.01$); which is a positive; direct and significant relationship; while the relationship between Internal Marketing and Satisfaction with life is 0.273 ($p < 0.01$); which is a positive; moderate and significant relationship; and finally the relationship between Work motivation and Satisfaction with life; the result is 0.316 ($p < 0.01$); which indicates a positive; weak and significant relationship.

Table 3. Existing correlation between the variables, internal marketing, work motivation and satisfaction with life

	Internal marketing	Work motivation	Satisfaction with life
Internal marketing	one		
Work motivation	.602**	one	
Satisfaction with life	.273**	.316**	one

Note. ** = The correlation is significant at the 0.01 level (bilateral).

Table 4 shows the summarized model where the corrected coefficient of determination (corrected R₂) is 0.107, which indicates that 10.7% of the variability of Satisfaction with life is explained by the variables Internal marketing and work motivation. While the F value of the ANOVA (F=32.432, p=0.000), indicates that there is a significant linear relationship between Satisfaction with life and Internal Marketing as a criterion variable and Work motivation as predictor variables.

Table 4. Correlation coefficients R, R₂, Corrected R₂, EE and F.

Model	R	R ₂	R ₂ corrected	EE	F	p value
one	0.332	0.111	0.107	5,530	32,432	0.000

a. Predictor variables: Internal marketing, Work motivation

b. Dependent variable: Satisfaction with life

Table 5. shows the non-standardized regression coefficients (B), and standardized regression coefficients (β). In these results, the β coefficients (0.131 and 0.237) indicate that internal marketing and work motivation have a effect on satisfaction with life, in Peruvian workers in the sales area of the Home and Health Educational Service, Lima 2021 The result of the t test shows that both predictor variables are significant in the effect on the criterion variable, which is Satisfaction with life, with Work motivation (p<0.01).

Table 5. Regression Coefficients B (not Standardized), B (Standardized) and T-Test.

	B.	EE	β	T	p value
(Constant)	4.53	1,228		3,693	0.000
Internal marketing	0.040	0.016	0.131	2,531	0.012
Work motivation	0.143	0.031	0.237	4,581	0.000

a. Dependent variable: Satisfaction with life

4. Discussion

Life satisfaction has been one of the most important research fields in psychology for decades (Bialowolski & Weziak-Bialowolska, 2021; Peterson et al., 2005). This construct has been related to the workplace since it is the place where workers spend most of their time (Coad & Binder, 2014). In addition, organizations increasingly need to better understand the perceptions, aspirations and motivations of workers in order to increase the rate of employee retention and performance indicators (Loewe et al., 2014). In this sense, the purpose of this study is to determine if work motivation and internal marketing predict life satisfaction in Peruvian workers in the sales area of the Home and Health Educational Service.

The findings found in this study show that internal marketing and work motivation predict life satisfaction. In other words, workers who perceive an adequate level of internal marketing and a good level of work motivation increase their satisfaction with life. This result is in agreement with that reported by Golob and Podnar (Golob & Podnar, 2021) who found that marketing shows a relationship with life satisfaction. There is an indirect effect through employee identification with the

organization and life satisfaction (De Roeck et al., 2014). Studies reported positive effects of marketing on life satisfaction (Leelanuithanit et al., 1991). Taking into account that internal marketing has to do with relational links within an organization (Ribhan & Maydiantoro, 2021), workers report higher levels of satisfaction with life when they have several links with the organization (Ampofo et al., 2021). From the theory, internal marketing implies treating workers as consumers, satisfying their needs and expectations, building individual values (Ahmed et al., 2003). Therefore, this satisfaction of employee needs is related to satisfaction with life (Foreman & Money, 1995). It can be proposed that consumer satisfaction, which is an axis of internal marketing, contributes to life satisfaction in general (Sherman & Cooper, 1988).

Our results also confirm work motivation as a predictor of life satisfaction. Previous studies report advantages of motivation in greater satisfaction with the lives of workers (Deci & Ryan, 2000), and a significant relationship between motivation and life satisfaction (Ali et al., 2021; Aslam et al., 2022; Peklar & Boštjančič, 2014). That is, employees with a lack of motivation become dissatisfied with their lives (Mafini & Dlodlo, 2014).

Starting from the theory of Deci and Ryan (Deci & Ryan, 1985), motivation has a multidimensional structure that includes different motivational states, and motivation is presented as a predictor of life satisfaction (Guo, 2018). In addition, Salinas (Salinas-Jiménez et al., 2010) show that motivation has a statistically significant effect on life satisfaction. Various studies confirm that motivation is among the mechanisms through which greater satisfaction with life is produced (Dominguez et al., 2021).

On the other hand, different studies show internal marketing and its influence on the motivation of workers (Azêdo & Alves, 2013). Many companies satisfy the motivation of their workers through internal marketing, since this is a means to achieve organizational objectives (Peltier et al., 2003). Therefore, the objective of internal marketing is to motivate the client, which in this case is the employee (De Farias, 2010). Theoretically, both variables are related since marketing lies in the different motivations of the marketer (Sirgy et al., 1985).

Although work was done so that the research would not present biases, however, there are certain limitations that must be recognized. First, that despite having a relatively large sample, it is nevertheless important to continue with studies that work with large samples and from different contexts. Secondly, data collection was virtual, and it is likely that some participants had some need to report their own experiences. Third, the research design was cross-sectional and it is necessary to carry out future studies of a longitudinal nature. It is also important to recognize that the predictive model explains only 10.7 of the variability of satisfaction with life, therefore, it is important to add other factors such as quality of life, family relationships, self-concept, emotional salary with a view to expanding or revising the model. used in this study. This would facilitate a comparison of findings, and create space for future meta-analyses on the proposed relationships.

5. Conclusion

This study verified the conceptual framework through the predictive model between internal marketing, job motivation and life satisfaction among Peruvian salespeople. The findings confirm the existence of positive, statistically significant, and predictive associations between internal marketing, work motivation and life satisfaction.

Therefore, based on the results and the discussion, an expansion of the sample, instead of limiting it to Peruvian workers in the sales area of the Home and Health Educational Service, could be considered to include workers from other sectors of the industry or from different geographic regions of Peru. This will allow us to obtain results that are more generalizable and representative of the Peruvian population in general.

In addition to work motivation and internal marketing, we could consider including other variables that could influence workers' life satisfaction, such as, for example, exploring the role of compensation, work-life balance, social support at work, among others. On the other hand, it could

be feasible and interesting to conduct a longitudinal study in which workers are followed over time, which would allow us to observe how the variables of work motivation and internal marketing can influence life satisfaction throughout workers' careers.

In accordance with the objective of this research and the results obtained, the study provides the opportunity to conduct other studies comparing different industries, if we have access to workers from different industries, we could compare the relationship between work motivation, internal marketing, and life satisfaction in different sectors. This would provide a broader view of how these variables may operate differently in different work environments and finally by exploring different cultures, in addition to Peruvian workers, one could include workers from different cultures to compare how work motivation and internal marketing variables may influence life satisfaction in different cultural contexts. This will allow us to observe whether there are differences or similarities in the way these variables relate to life satisfaction according to culture.

In summary, it can be concluded that both job motivation and internal marketing have a significant impact on the life satisfaction of Peruvian workers in the sales area of Home and Health Educational Service. This suggests that increasing job motivation and applying effective internal marketing strategies can lead to greater life satisfaction for these workers. These findings may have important implications for human resource management in this organization and may help to improve the well-being and quality of life of employees.

6. Acknowledgments

Special thanks to the Home and Health Educational Service of the Northern Peruvian Union and the Southern Peruvian Union.

6.1 Funding

The APC was funded by Universidad Peruana Unión.

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