

The influence of internal marketing strategies on organizational employees retention? A case study in the touristic sector

 Fernando Romana^{1*},  Carlos Gestoso²

^{1,2}Atlântica - Instituto Universitário, Portugal; fromana@uatlantica.pt (F.R.) carlos.guillen@uca.es (C.G.)

Abstract: This study aims to understand the influence of internal marketing practices on employee's retention at the Jupiter Marina Hotel (JMH), a hotel unit belonging to the Jupiter Hotel Group. Through a hybrid investigation approach (quantitative and qualitative). Talent retention is achieved based on the conceptual model. By comparing the two types of investigation, it is evident that internal marketing practices have a significant impact on talent retention, measuring it through concepts such as satisfaction, engagement, and commitment. Thus, the conclusion is reached that through the good practice of these three concepts, the impact on talent retention at JMH is of great magnitude, with most of its team being constituted through their return to the organization.

Keywords: *Engagement, Fringe benefits, Internal marketing practices, Internal marketing, Talent retention.*

JEL Classification: D21; D31.

1. Introduction

Retaining talent is seen as an objective to be achieved by Human Resources, which is one of the most crucial points to be explored by entrepreneurs, thus transmitting to all employees of an organization that their journey through it is valued.

Chiavenato (2004) reflects that "a viable organization, from a human resources point of view, is one that not only captures and applies its human resources appropriately, but also maintains them in the organization" (Chiavenato, 2003, p. 19).

Dealing not only with rewards at an extrinsic level, but it is also necessary for motivation and organizational success that each employee feels integrated and part of a project, wearing the shirt of the company where they work and, in turn, benefiting both the company and themselves.

Therefore, any type of financial salary that has the same charge (or even a higher one) becomes an element to be considered for organizational well-being.

As Generation Z is the most regular example of this mindset, it has been transmitting to all its predecessors who are still in the job market that their value goes far beyond salary, staying longer in organizations that promote their motivation and engagement.

It is also mentioned, by the same authors, that "the task of internal marketing is to involve work products using marketing techniques to obtain new insights". (Malhotra et al., 2016)

Malhotra et al. (2016) also mention that the fundamental logic is that companies need satisfied employees in order to, consequently, have satisfied customers.

Internal marketing is thus seen as a characteristic of evolutionary organizations, where the well-being of its employees is one of the most required and valued factors, bringing output to the company and, consequently, retaining its human capital (Ahmed and Rafiq, 2002).

The execution of such practices reinforces the well-being and improved performance of the employee and, consequently, of the entire work team involved (Akroush et al., 2012).

In effect, by influencing each person's individual behaviour, we can transform collective behaviour, aligning it mostly with the desired behaviours and the organization's values.

While much of the information relates to the topics of talent retention and internal marketing, it is still necessary to justify them and their connection through practical examples, or even real cases (Alien, 2021).

In this way and through a quantitative and qualitative investigation, a real case study was prepared, based on the hotel organization Jupiter Marina Hotel (JMH), in Portimão.

Made up of a mostly young and highly diverse team, this hotel, renowned not only regionally but also nationally, is characterized by its high talent retention rate, which is justified by several factors.

1.1. Research Problem

With a young and modern team, it is conveyed at an organizational level that satisfaction and well-being go far beyond the basic needs associated with monetary wages, characterizing emotional wages as fundamental.

Considering the progress of organizational humanization, this entire hotel group has been developing and implementing, throughout its journey, measures that directly interfere with it, highlighting examples of culture initiatives and benefits offered to employees when they join the organization.

The justification for what makes the behaviour of this hotel unit different from the others in the Jupiter group arouses the interest of the entire administration, as it is an objective to achieve the standardization of all procedures.

The aim of this case study is to establish whether the high retention of talent is, in turn, influenced by internal marketing, with the connection between these two concepts being explained through a real and successful case.

2. Theoretical Approach

In the literature review, topics such as marketing, internal marketing, talent retention, internal marketing practices and talent retention will be contextualized and, finally, the impacts of internal marketing on talent retention.

2.1. Marketing

Kotler (2000) identifies marketing as “a social process through which people and groups of people obtain what they need and want by creating, offering and freely negotiating valuable products and services with others”.

According to the author, marketing is perceived as a process based on products and services, with its main objective being to sell them, contextualizing marketing to the selling process (Kotler and Armstrong, 1993 & 2007).

According to Drucker (1973)

it can be assumed that there will always be a need for some sales effort, but the objective of marketing is to make selling super full. The goal is to know and understand the customer so well that the product or service adapts to them and sells itself. Ideally, marketing should leave the customer ready to buy. From there, all you have to do is make the product or service available.

Referring to this perspective, it becomes possible to state that marketing does not carry out its various practices solely based on the objective of selling en masse, the concept of such being much broader and of extreme importance at an organizational level.

It thus becomes a central objective in marketing practice, the study of customers reached by a given organization, adapting the sales object to individuals, so that the acquisition of such a product/service is merely the customer's choice, but with influence by the organization that proceeds with its sale. (Drucker, 1973).

2.2. Internal Marketing

Malhotra et al. (2016), characterize “internal marketing as any form of marketing within an organization that focuses staff attention on internal activities that need to be changed to improve performance in the external market”.

This concept, according to Malhotra et al. (2016) internal marketing “is the philosophy of treating employees and business units as customers and the strategy of shaping employment products to satisfy customer needs”.

Through the previous quotes, we are allowed to characterize internal marketing as the process of valuing internal organizational customers, “selling” their jobs through various practices that benefit employee retention, to satisfy their individual and/or collective needs (ambler and Barrow, 1996).

Malhotra et al. (2016) state that “the fundamental logic is that companies need satisfied workers to have satisfied customers”.

According to previous authors, “the task of internal marketing consists of increasing the internal work effort of personnel in order to satisfy the needs of external customers”.

In a complement to the previous quotes, Malhotra et al. (2016) argue that “the task of marketing is to develop a climate for effective marketing behavior, which is based on the logic ‘happy staff equals happy customers’”.

Therefore, the concept of internal marketing is identified as an intermediate object, with the purpose of achieving organizational success.

Internal marketing, through its strategies and practices, allows the satisfaction of the needs of its internal customers, enabling them to achieve greater levels of satisfaction, motivation and performance.

Upon reaching such levels, the execution of the duties of the respective employees will become easier for them, allowing for greater involvement and satisfaction when carrying out what has been established.

After disposing of the good or service to the external customer, he demonstrates his satisfaction with this role, allowing not only the satisfaction of the employee, but also the customer (Arthur and Rousseau, 1996ab).

This double satisfaction thus allows the creation of a bond of loyalty between external and internal customers and the organization itself, selecting it in the future when a similar good or service is needed.

Depending on the previous paragraph, Malhotra et al. (2016) add that “the task of internal marketing is to enable employees to be aware of how each contributes to the performance of others along quality chains that connect to customers external” and go on to state, that

“Internal marketing emphasizes cross-functional cooperation and collaboration in all forms of value co-creation”.

It is thus possible to say that internal marketing directs its orientation towards the customer, allowing this to be its highlight, prioritizing needs and satisfaction, respectively (Azêdo, Alves and Wymer, 2012).

2.3. Leadership

Being delimited as one of the references when addressing the issue of imposing internal marketing practices and certainly, the feeling of appreciation that employees have towards their company, the need arises to address the topic of leadership in the present investigation.

Reis and Silva (2014) contextualize that “leadership is, necessarily, an agent of change, given that it has an inherent process of influencing the activities of an individual or a group, through skills that make it possible to transform knowledge into action, to the achievement of an objective in a given situation, resulting in a higher performance index”.

Through the previous bibliographical reference, a leader is an individual who can influence a group of people or collaborators, uniting them and achieving a common objective (Bachhaus and Tikoo, 2004).

Being related to organizational culture, leadership is a key factor in today's organizations, constituting one of the main tools used to apply internal marketing in organizations (Beugelsdijk and Weizel, 2018).

It is through leadership and its agent that the organization is in tune with its employees, offering and sharing the same ideals, once influenced and modelled by them to control their attitudes and behaviours, similarly to those of the organization in question.

The training of leaders involves, among many other practices, the reconciliation between the mindset of the organization and its employees, allowing them to act according to what is practised as

“appropriate” for their organization, but in an unconscious way since they share the same values and attitudes.

Internal marketing associated with the leadership technique is carried out through the appreciation of employees by their leaders and the qualities they have in their possession (Blau, 1985).

Thus, through qualities such as positive attitude, self-discipline, charisma, competence, commitment/commitment, communication, trust, empathy, respect, justice and relationships, the leader is defined as a target to be followed in his or her organization, being the object of admiration and respect from the various collaborators who interact with him or her (Reis & Silva, 2014).

Therefore, the responsibility of organizational leaders includes aspects such as creating a positive organizational climate, where commitments are made to the professional and personal development of employees, as well as their improvement through continuous feedback (Churchill and Peter, 2000).

Such aspects demonstrate to employees that the organization's primary objective revolves around their success, and it is also maintained that, through the present commitment on the part of the employer, employees feel involved with their organization, are productive in carrying out their functions and transmit a feeling of loyalty to their workplace, with leaving it not an option (Diniz and Valdissier, 2018).

Still motivated by the technique of leadership in the development of internal marketing, a key point for organizations to retain their employees is for them to be involved in organizational decisions, as well as for there to be an openness to the dissemination of their opinions (Dutta and Majumdar, 2019).

Emphasizing that leadership is seen as a relational connection between employees and their leader, which is characterized as functional when the leadership agent is identified through various characteristics by his/her team such as personal ability, knowledge, relationships and need satisfaction (Reis & Silva, 2014).

In this way, such characteristics of a leader can be motivated according to the typology that identifies him/her, and it may be possible to distinguish whether they are characterized as autocratic, democratic or even laissez-faire.

As this is a case study and the literature review is associated with the present environment, it is necessary for it to be identified according to the characteristics and behaviours adopted by the organization, this being the Jupiter Marina Hotel. (JMH)

Demonstrating, in this way, the interest in the diverse opinions/perceptions of its employees, and also present in this organization the importance of its autonomy in carrying out its functions, JMH is characterized as having a democratic leadership (Edwards, 2010).

Reis and Silva (2014) argue that the “democratic style tends to develop employee participation in decision-making”.

The authors also add that the “leader delegates authority, encourages employee participation and frequently uses feedback during work”.

The association with this type of leadership is, in turn, justified through several factors’ characteristic of the organization and its leadership, allowing it to be identified as democratic (Frey, 2020).

Sharing the ideal that, for organizational progression, it is necessary for the work team to work in tune, the organization sees that for its success there must be a sharing of ideas and opinions, as well as openness to new suggestions both from the top of the hierarchy and from the opposite (Gonçalves et al., 2024).

Reis and Silva (2014) add that “communication emerges in a natural and frank way, without fear”.

Thus, JMH promotes open communication among all its employees, without obstacles, and the emergence of new ideas whose sole objective revolves around organizational benefit and success (Gunz et al., 2000).

It is also emphasized, as a characteristic of JMH as a key point for organizational success, the acquisition and retention of employees who are autonomous in their roles, and who become capable of making decisions for themselves, in favour of the success of the organization (Irani et al., 2004).

Reis and Silva (2014) state that “in the absence of the leader, the work is carried out normally and there is responsibility and commitment from the group in the face of the challenges presented to them”.

The democratic style, as identified in the company in question, helps to emphasize that despite the absence of the leader, the team has to perform its functions at the same pace, being able to do so through its autonomy and responsibility, governing itself according to what has been acquired over time (Reis & Silva, 2014).

2.4. *Compensation, Remuneration and Benefits*

Lewis (2006) states “compensation consists of determining how the person is rewarded in exchange for their value to the organization. This definition places the focus of the decision on the person and not on the role. It’s the person who should be rewarded, not the role”.

Rego et al. (2020) add that “we can consider that rewards are of two types: monetary (or extrinsic) and non-monetary ‘intrinsic’. Only the first are called compensation”.

Rego et al. (2020) reflects that “both types of rewards are relevant to attract candidates, motivate them and retain them. Some people, at the beginning of their professional life, accept to work in an organization that provides them with prestige and development opportunities, even when the salary is modest”.

It is also added by previous authors that “numerous people leave the organization, not because they feel that the salary, incentives and benefits are poor, but because they are not intrinsically motivated by the functions they perform” (Jou et al., 2008)..

To elucidate this theme, Herzberg (1996) and Câmara (2006) suggest that “non-monetary remuneration or intrinsic retribution includes aspects such as challenging work, social recognition, prestige of the role or corporate social responsibility actions not covered in the categories of benefits.”

On the contrary, and based on Rego et al. (2020), “monetary rewards include rewards of an extrinsic nature related to work, encompassing salary and all goods that can be evaluated in monetary terms (e.g.: incentives and benefits)”.

Rewards are, therefore, one of the key practices for attracting, motivating and consequently retaining employees in a given organization, and it is through their totality (compilation of extrinsic and intrinsic rewards) that they remain in this organization, with measurable objects being central. as non-measurable (monetary and psychological), (Kotler, 1998).

Being confused as synonyms, The terms “rewards” and “compensation” are included in the same family, but they are not egalitarian (Kintana, 2006).

The concept “rewards” is thus divided into two large groups, these being extrinsic rewards (referring to all those of a monetary and physical nature) and intrinsic rewards (equally important but measured through a more psychological nature), (Kotler, 2000).

Given this division, we can now mention that “compensation” is only included in the field of extrinsic rewards, which are driven by their monetary nature, which also motivates the permanence and retention of employees in the organizational environment, which consists of extrinsic retribution awarded to the employee at the end of a period (generally one month) of work, according to the employee's performance and professional profile.

Compensation can be divided into three major components, these being fixed remuneration, variable remuneration and benefits/indirect compensation, also known as “fringe benefits”. (Rego et al., 2020)

Rego et al. (2020) state: “fixed remuneration includes all amounts paid in cash linked to the function or skills of employees (monthly or not).”

In this way, fixed remuneration, made up of elements such as salary, time off and allowances, is identified as the non-variable element of the compensation granted to the employee, being spent on the employee on a routine basis throughout their organizational career, generally monthly.

The second compensation component, called “variable remuneration”, is identified by its inconsistent format and non-routine nature, depending on the achievement of objectives (momentary or long-term) and the individual, group or organizational performance of employees (Pfeffer, 1998; (Rego et al., 2008).

Finally, “fringe benefits” (“benefits” in Portuguese), constitute all types of compensation not of a monetary nature, which may differ through the hierarchical level (from employee to employee

depending on their organizational position) or have the same benefits for the entire organization, equally (Rego et al., 2020).

3. Methodology/Case Study

Currently with four hotels, the Jupiter Hotel Group network had its origins in 1978, with just one hotel unit, the Jupiter Algarve Hotel (formerly Hotel Jupiter).

With the strong desire for expansion, nowadays the Jupiter Hotel Group is a hotel chain made up of four units, these being in the cities of Portimão, Albufeira and Lisbon, of a seasonal and annual nature.

With these two hotel perspectives in emphasis, the Jupiter Marina Hotel shares this characteristic with the Jupiter Albufeira Hotel, these both being the only seasonal hotels.

The Jupiter Marina Hotel, founded in 2017, and with the unique characteristic of only receiving customers over the age of 16, currently has many rooms – 250 in total.

3.1. Initial Research Problem

The JMH, as well as all those belonging to the Jupiter Hotel Group network, have developed, throughout their journey, a more humanized perspective of work, making the journey of the employees who pass through there remarkable.

Nowadays, this illustrious group sees as necessary the retention of their talents through practices related to internal marketing aggregated by the Jupiter Group.

However, even with the consensus and equality of all these internal marketing practices in all respective hotel units, there are differences related to the capital retention that each hotel in this group presents.

As the Jupiter Marina Hotel is a successful case in terms of talent retention for the respective hotel group, it became necessary to carry out a case study that would describe the impact of internal marketing practices on talent retention.

Serving as an example for the other hotel units of the Jupiter Hotel Group, the analysis and results of this study also intend to identify which are the areas of improvement that can be exercised so that the other hotel units can achieve the same success as the JMH.

3.2. Research Design

The approach identifies as necessary for its execution the use of different types of research simultaneously, or one after the other, to continue with the comparison between them, thus resorting to mixed research (Wöcke and Pearson, 2020).

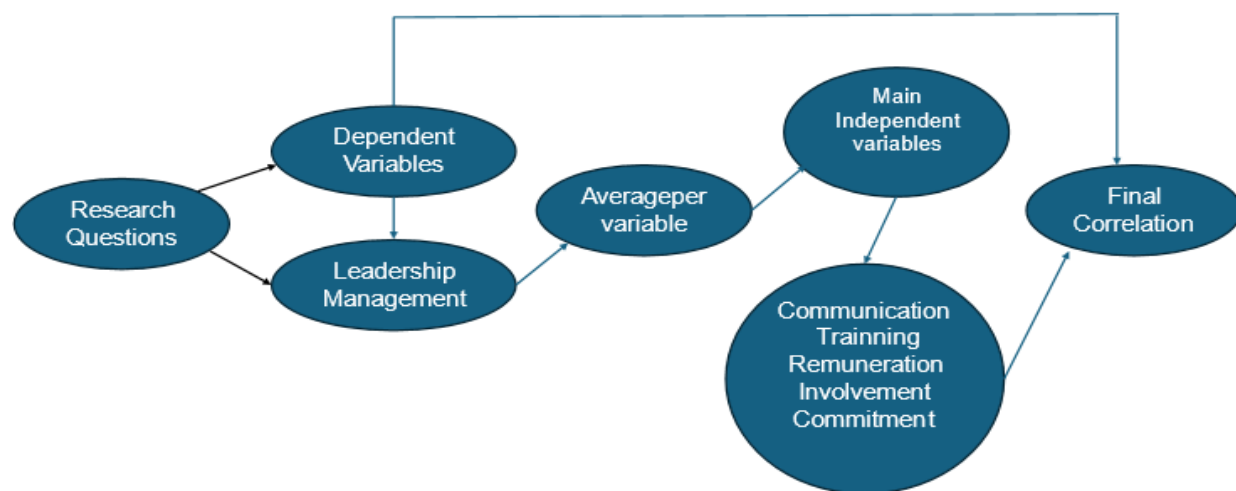


Figure 1.
Conceptual and research framework.

Thus, it becomes possible to explore the previous theme, comparing the different perspectives that inhabit the specific organizational environment, these being the perspective of employees and that of management, respectively.

However, while it is necessary to acquire insights relating to these two poles, the issue of related research instruments arises, making it necessary to adopt instruments of a quantitative and qualitative nature (Reis, 2022).

As the first part of the research is focused on the perspective of JMH collaborators, the researchers intend that its exploration involves a significant sample size, given the countless opinions acquired, thus being identified as reliable and extremely truthful, the sequence is expressed on the framework of Figure 1.

It is therefore considered more appropriate to use a quantitative survey for the first stage of this investigation, with the online questionnaire being applied as a data collection instrument.

Reis (2022) admits that quantitative research allows studies to be carried out with large representative samples, generalizing to the respective populations”.

It is therefore advantageous to incorporate quantitative research that covers the perspective of employees, since a greater number of responses will be covered, taking up less working time with carrying out an online questionnaire, and being less expensive (Yang and Coates, 2010).

On the contrary, in the second part of this research, it becomes necessary for researchers to have perception and knowledge about the practices that are intended to be developed according to the case study.

Therefore, the qualitative research method was selected to survey the perception of management, referring to structured interviews, as an instrument of investigation.

Reis (2022) mentions that, in qualitative research, the process and its meaning are the main focuses of the approach, with a predominance of more descriptive analyses offering a better vision and understanding of the problem.

It thus follows that the acquisition of qualitative research, covering the leadership perspective, will allow for a greater acquisition of knowledge and a greater contextualization regarding the main concepts to be addressed in the investigation, as well as defining the organization's behaviour towards them and their practices.

3.2.1. *Questionnaire and Sample*

For the development of the questionnaire and its statements, adaptations were made, through two master's dissertations, entitled “Influence of Internal Marketing on Satisfaction, Involvement and Organizational Commitment. A Case Study in Fast Food” and “The Influence of Internal Marketing on Satisfaction and Organizational Commitment: The Case of Guarda Local Health Unit, E.P.E. – Hospital Sousa Martins”, which are from ISCTE Business School and the University of Beira Interior, respectively.

In this regard, and since the two adaptations are similar, they present a division with several topics in common, generally focusing on the same impacts defined as crucial in the acquisition and development of internal marketing practices by organizations.

Adopting a Likert scale of five levels of agreement, this questionnaire is, in line with its sources, divided into five sections, each focused on a different topic.

The first category is intended only for descriptive statistics of the sample in question, and is thus entitled “Biographical Data”, which includes data such as gender, age, marital status, operational department, type of contract, educational qualifications, length of service with the Jupiter Hotel Group and length of service at Jupiter Marina Hotel.

After the first category, the four categories identified, by the appropriate nomenclatures, appear: “Internal Marketing”; “Organizational Satisfaction”; “Organizational Motivation”; “Organizational Commitment” (Ting, 2011).

In the second category presented, “Internal Marketing”, through the previous adaptation that was prepared, several statements are likely to be made about which internal marketing practices are seen as

usual in the present organization (Akroush et al, 2012; Lombard, 2010; Ting, 2011; Yang & Coates, 2010).

To develop its statements, this category also acquired formulations of the theme related to internal marketing practices from authors such as Jou et al. (2008), and the Portuguese adaptation of the same, before Azêdo (2010), Roberto (2012) or Antunes (2013).

In this way, the division of the dependent variable “Internal Marketing” and its independent variables that are included in it, such as: Leadership/Management; the formation; Communication and Business Culture Initiatives (Fringe Benefits).

In the third category, entitled “Organizational Satisfaction”, and considering the adaptation made through the previously mentioned dissertations with the same purpose, several statements were reapplied and restructured, on a practical basis, to the main concept of the aforementioned section (Lombard, 2010; Ting, 2011).

In the fourth category, “Organizational Involvement”, several statements are mentioned that demonstrate different strategies the objective of which is to promote the contentment of employees, which is a factor in their motivation through the appeal to attract and retain them.

The fifth and final category, “Commitment”, is the dependent variable. Through participants' statements, the aim is to understand the level of relationship between employees and their organization through their permanence in it (adaptation of Nascimento et al. (2008) and Carreira (2011), Perreira (2013) and Antunes (2013) to the study by Allen and Meyer (1990).

This questionnaire includes a sample of 62 employees, 14 of whom are already on a permanent contract (permanent).

Counting the study sample with 64 employees, it is also necessary to emphasize that 47 employees included in it resumed their roles at JMH this year, being part of the previous year's team (2023/2024).

After closing the questionnaire, when responses are no longer accepted, the document is inserted into the Google Forms platform (), several graphs related to each section answered by the selected sample (N= 62) are automatically generated by the platform.

In this context, 19 analysis graphs were created for the respective 62 responses, confirming each response as mandatory, with no follow-up to the questionnaire allowed without a full response to the questions addressed.

According to the responses obtained in the parameter associated with “Gender”, the sample studied (N= 62) is subdivided into two categories, namely male (58.1%) and female (41.9%), with the largest distribution being male.

The results obtained indicate that the predominant gender at JMH is male, with 36 responses.

According to the data collected, it is possible to verify that the sample, associated with all JMH employees, can be divided into different levels of education/educational qualifications.

The sample is thus subdivided into employees with primary education (24.2%), secondary education (45.2%), degree (19.4%), bachelor's degree (8.1%), technical education (1.6 %) and 12th year with addition of level 4 (1.6%).

The predominant educational qualifications of JMH employees are, in descending order, secondary level, basic level, degree and bachelor's degree, respectively.

According to the sampling distribution drawn up automatically through Google Forms, it is possible to note a greater predominance of the operational department of the Kitchen (25.8%), followed in a decreasing trend with Housekeeping (27.4%), Reception (17.7%), Bar (9.7%), Restaurant (6.5%), SPA (4.8%), Management (4.8%) and Administration (3.2%).

Regarding the sample distribution, according to the length of service of employees, it is possible to note that the greatest emphasis is identified by employees who have worked in the hotel chain for less than 5 years (77.4%), followed by those are in the range between 5 and 10 years (21%) and, finally, between 10 and 15 years (1.6%).

Considering, in this way, the use of the Likert scale, with five levels of agreement, the previous graph shows the predominant sample distribution at levels 4 (Agree) and 5 (Totally Agree), with a high discrepancy in relation to the previous levels.

In addition to the predominance of such levels and respecting the order of the questions (Appendix A), it is possible to note the appearance of level 3 (Neutral), although it is not very noticeable.

Also, despite the discrepancy between the most prevalent levels, there is an evolution of level 3 (Neutral), with the same evidenced in the sample distribution related to internal marketing practices associated with training.

4. Results

As the study sample relates to workers at the Jupiter Marina Hotel and has an N=62, it has several subdivisions.

In terms of departmental division, the sample under study is divided into Administration (2), Bar (6), Kitchen (16), Management (3), Housekeeping (17), Reception (11), Restaurant (4) and Spa (3).

In relation to gender, the sample has 36 female individuals and 26 males, with females being predominant in the organization.

According to Literary Qualifications, the sample is subdivided into 4 sections, these being Elementary Education (15), Secondary Education (30), bachelor's degree (5) and bachelor's degree (12), with a predominance of individuals with High School Education.

Finally, according to the type of contract, with increasing sample size, there are the options of Certain Term Contract (52), Non-Term Contract (9) and Uncertain Term Contract (1).

The analysis of the main components, included in the factor analysis, has as its main objective the reduction of the dimensionality of the data, transforming it from a set of correlated variables into a set of unrelated variables.

This analysis thus enhances the summary by considering the various variables arranged through its main components, simplifying its interpretation.

To carry out this study, four main component analyses were developed, associated with the sections set out in the questionnaire carried out on the JMH employees, such as internal marketing practices, organizational satisfaction, involvement and commitment.

Each principal component analysis, once processed in Jamovi software, produces a component statistic, along with a verification of assumptions that justify the adequacy of a factor analysis.

Principal component analysis, being a factor analysis, becomes appropriate due to two factors, these being the verification of premises and the KMO values

Taking agreement between the four main components analysis, the verification of assumptions, taking p as a low value, rejects the null hypothesis, making it possible to note that the correlation matrix is different from the identity matrix, making sense to apply the test.

If the corresponding four main component analysis agree that all KMO values are greater than 0.5, the adequacy of this factor analysis is confirmed, continuing with its use.

4.1. Main Component Analysis – Internal Marketing Practices

The first main component analysis to be prepared, the analysis associated with the internal marketing practices section, is named as such, demonstrating its interconnection, being based on a parallel analysis of four fixed components, where they are suppressed people less than zero point five (0.5).

Having low singularities, they can be explained through the proportion of variance of each variable not explained by common factors.

In other words, the demonstration of low singularities highlights the dimension of the variable explained by the component in which it is inserted.

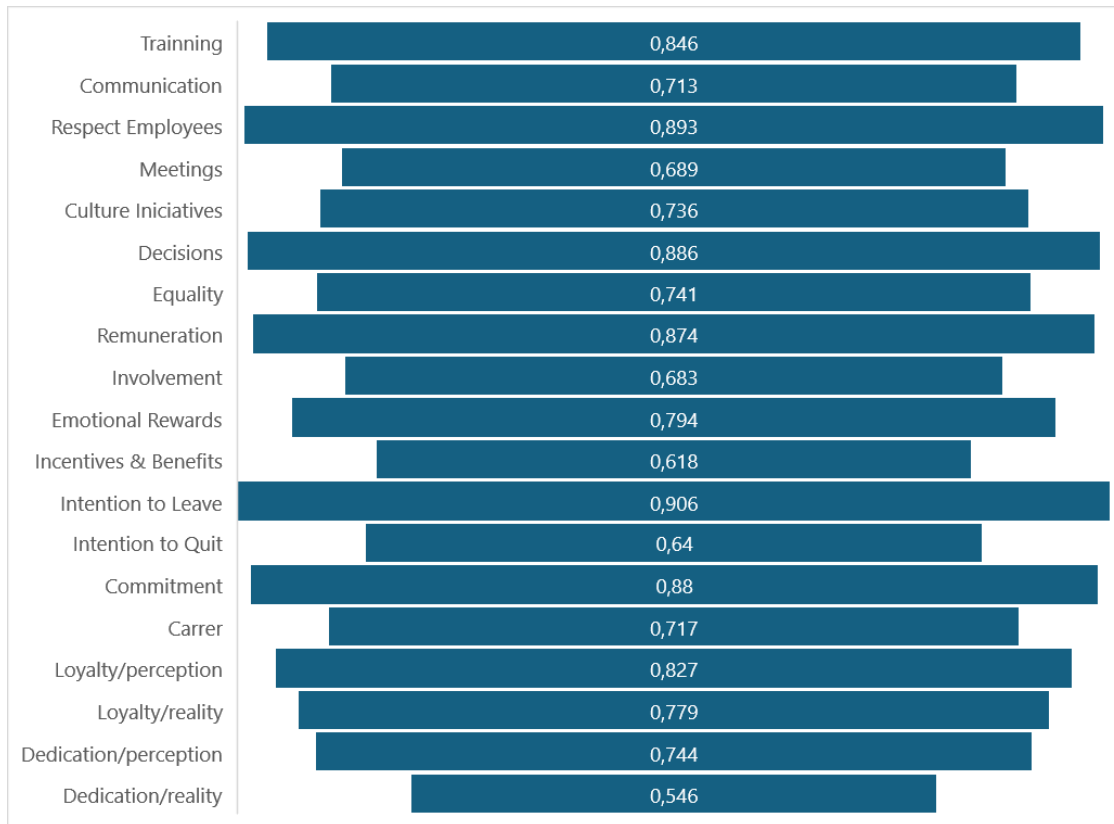


Figure 1.
Impact on talent retention of internal marketing practices (Score).

As the main component analysis is associated with Internal Marketing, it is noticeable that it is subdivided into two distinct components, each of which has several variables associated with it, with high and low loads.

The first component is associated with the representativeness of employees' perception of internal marketing practices related to topics such as training, communication and culture initiatives, which is called "Training, Communication and Culture Initiatives".

This component (Component 1, entitled "Training, Communication and Culture Initiatives") has seven variables in its possession, which are dispersed according to their different weights in the respective component.

Characterized as the highest loading variable in this component, with a value of 0.846, the high loading of the variable "The organization makes a regular commitment to training its employees" for the component of Internal Marketing Practices associated with training is noticeable, communication and culture initiatives.

However, and characterized by its low loading, with a value of 0.713, the variable "Communication is a practice of great importance for organizational success" is the one that describes a lesser relevance compared to internal marketing practices associated with training, communication and marketing initiatives. culture.

The second component is associated with the representation of employees' perception of internal marketing practices related to their management and leadership, which is called "Management/Leadership".

This component characterizes the variable "Management values and respects its employees" due to its high load (weight of 0.893) compared to the previous component, with the variable "Manager regularly organizes and runs departmental meetings" having the lowest load, with a weight of 0.689.

When analysing the component statistics included in the principal component analysis, it is possible to see that the first component (“Training, Communication and Culture Initiatives”), with its own value of 0.736, explains the majority of the principal component analysis.

Principal Component Analysis – Satisfaction

Thus, consisting of only one component, the main component analysis associated with Satisfaction characterizes the variable “Importance of opinion in departmental/organizational decisions” according to its high load, with a weight of 0.886.

However, the variable “Equal Treatment by the organization” is characterized by its low load, having a weight of 0.741.

Principal Component Analysis – Engagement

Since this analysis of main components is associated with Involvement, it is possible to subdivide it into two distinct components, entitled “Component Involvement 1” and “Component Involvement 2”.

In the context of the “Involvement Component 1” t, the variable “Performance and skills (involvement) are factors for adjusting remuneration” is characterized by its high load, having a weight of 0.874 in its component.

In contradiction, still in the “Involvement Component 1”, the variable “Involvement through flexible scheduling” is described by its low load, having a weight of 0.683 in its component.

In “Involvement Component 2”, the variable “The emotional rewards offered to me have a positive impact on my performance and motivation” has a high load, with a value of 0.794.

On the other hand, it is described by its low load agreed to this component, the variable “Involvement as a result of incentives and benefits provided by the organization”, having a weight of 0.618.

Principal Component Analysis - Commitment

As the last main component analysis to be developed, this, dedicated to the “Organizational Commitment” section, suppresses values lower than 0.54, maintaining a fixed value of four components.

The present analysis and its division into four components are in accordance with the construction of the questionnaire prepared previously, each of which is associated with the terms “Intention to Abandon”, “Dedication”, “Loyalty” and “Commitment”.

As the first component relates to “Intention to Leave”, it characterizes the variable “My leaving the company would not require personal sacrifice” due to its high load relative to the component, having a weight of 0.906.

The variable “I would change jobs if the organizational climate were more favourable” is characterized by its low load on the “Intention to Quit” component, having a weight of 0.640 in the respective component.

The second component, entitled “Commitment”, according to the employees’ perception of their relationship with the organization, values through its high load the variable “I consider myself a fundamental part of this organization”, taking the weight of 0.880 before this.

On the other hand, and with a weight of 0.717 in the “Commitment” component, the variable “I would like to work in this organization for the rest of my professional career” is characterized by its low load related to the component.

The third component, entitled “Loyalty”, is understood through the employees’ perception of their loyalty, with the variable “I would feel guilty about leaving the organization” having a high burden on the component, with its weight being 0.827.

On the contrary, the lowest loading on the “Loyalty” component, with a weight of 0.779, is the variable “I feel that I have a personal obligation to the organization, not abandoning it”

Finally, the fourth component is contextualized through the employees’ perception of their dedication, and is titled thus. It has the variable “I dedicate myself, totally to my work” as the highest compared to its component, with a weight of 0.744.

However, the variable “I am willing to dedicate more time to my work” has the lowest weight associated with the “Dedication” component, with a value of 0.546.

4.2. Reliability Analysis

As an analysis measure, Reliability Analysis allows the evaluation of the internal consistency of responses to the corresponding questionnaire, considering the various statements relating to each component developed in the previous main component analysis, these relating to the sections of internal marketing practices, satisfaction, involvement and commitment.

In addition, through the use of Reliability Analysis, a comprehensive coverage of the responses evidenced by the sample is enabled, as well as the standard deviation and its characterization, thus describing the discrepancy of responses at different levels (Likert scale).

Regarding the different means associated with each of the variables, through the use of the Likert agreement scale used in this questionnaire, it becomes clear what level of agreement the sample has regarding the stated statement.

In addition, the use of standard deviation allows the perception of the discrepancy/disparity of sample responses, with the higher the standard deviation value, the greater the dissipation between responses from the sample group.

Starting with the verification of internal consistency in the components, using the Cronbach's alpha coefficient, which takes values of 0.897 (Component 1) and 0.953 (Component 2), it is possible to refer to the high internal consistency of most items, which are correlated to a common subject.

Taking into account the Cronbach's alpha values of each variable included in components 1 and 2 of internal marketing practices, which are lower than the scale in general, it is assumed that the elimination of each variable would impact the overall weight of the scale's alpha, which is relevant as it would reduce the internal consistency of each component associated with internal marketing practices.

With regard to the different means associated with each of the variables, through the use of the Likert agreement scale used in this questionnaire, it becomes clear what level of agreement the sample has regarding the stated statement.

Regarding the analysis of the "Training, Communication and Cultural Initiatives" component, and with all statements at level 4, a single exception was identified.

Being the only exception present, and assuming an average of 3.968, the statement "Involvement through external activities that enhance team spirit and employee performance", states that the sample studied takes a neutral attitude in accordance with the statement, neither agreeing nor disagreeing with it.

According to the standard deviation and giving this factor the perception of the discrepancy of responses in relation to the stipulated average (general pattern of responses), several levels are identified, and their analysis is prepared in accordance with them.

As the first five statements are characterized by their moderate standard deviation, the perception of the moderate variability of these statements becomes clear.

Thus, despite the general agreement of the sample, through its selection at level 4 (Agree), it is found that there is a moderate dissipation of sample responses across the 5 levels of the Likert scale, as the standard deviation takes moderate values.

In all statements with level 4, it is possible to note that the sample mostly agrees with the various statements mentioned associated with the respective level.

In the first component, the standard deviation is low for the first, second, third and fourth statements, thus demonstrating the little variability of their responses, not dissipating the different sample responses from their central average.

This analysis allows us to verify that the sample studied—the JMH employees—has an incidence of responses at level 4, noting that they agree with the stated statement, without great dissipation for the remaining levels, since it has a low standard deviation.

Still in the previous component and considering the high-dimensional standard deviation of the fifth and sixth statements, it is possible to see that, despite the majority of responses falling on level 4 (Agree) of the Likert scale, there is a large dissipation of their responses to other levels of the same.

Lastly in this component, the seventh statement, with a moderate standard deviation, also shows agreement between the employees' perception and the respective statement (level 4 on the Likert scale),

but with a moderate dissipation of responses in relation to the remaining levels, as the standard deviation assumes a value of 0.791.

Initially using the general Cronbach's alpha, referred to in the scale's reliability statistics, taking this to be a high value (0.940), the high internal consistency of the various statements in general is noticeable, thus being correlated with the common subject, its component.

Regarding the averages associated with each statement, and focusing all of its values on level 4, it is noticeable that, in general, the majority of employees agree with the various statements set out in the organizational satisfaction section.

Continuing to analyse the standard deviation of each statement, it is possible to describe how the sample behaves in relation to the disparity of their responses in relation to the five levels arranged on the Likert scale.

Having low standard deviations, statements number 1,4 and 7 have little variability in sample responses across the different levels, focusing only on the level perceptible to agreement (4), with no dissipation of responses.

As the only high standard deviation is associated with the second statement, it is identified by its great variability of responses between the five levels of the Likert scale, with these dissipating among them, but the magnitude of level 4 prevailing in relation to the others.

Also noting some moderate standard deviations, the statements placed in 3rd, 5th, 6th, 8th, 9th and 10th place in the respective reliability analysis of the satisfaction section have a moderate variability of responses, thus characterizing their dissipation across the different levels as moderate, but with a higher number prevailing at the fourth level ("Agree").

As the previous reliability analysis refers to Involvement, it is developed by separating the two main components associated with it, taking these high values from its general Cronbach's alpha (taking values of 0.893 and 0.887), describing its internal consistency as high and showing the weight of the correlation of the various statements with the component in which they are being inserted.

Using Cronbach's alpha associated with each statement arranged in both reliability analyses of the two components inserted in Involvement, it is evident that, through the reduction of this due to the exclusion of the statement, there is an impact on its internal consistency, which is relevant to the component in which it is inserted.

Having a single exception to what was previously mentioned, the statement inserted in the first component, "Involvement through flexible working hours", does not observe any change in relation to Cronbach's alpha if it is excluded, maintaining internal consistency in the analysis, its relevance being neutral.

Continuing to analyse the averages associated with components 1 and 2 of Organizational Involvement, it is possible to perceive some contrasts regarding the predominance of a level associated with the general perception of the various employees,

With the first reliability analysis ("Involvement 1") having, in all statements, the incidence level of 4 ("Agree"), it is possible to observe that, in view of the statements themselves described, sample agreement is predominant, this being the JMH.

The second reliability analysis, referred to in Figure 35, relating to "Involvement 2", contacts the evidence of two levels in relation to the statements inserted, being 3 (Neutral) and 4 (Agree).

Accounted through the Neutral sample perception, the statements that take the 1st, 4th, 5th and 6th place in the reliability analysis have as their average the value "3", which is associated with the description "Neutral", which means having no agreement or disagreement with the affirmations.

On the contrary, the statements that occupy the 2nd, 3rd and 7th place in the "Reliability Analysis (Involvement 2)", show an average placed at level 4 (Agree), with the predominance of JMH employees in agreement with these statements.

With regard to the different standard deviations included in the two tables associated with Figure 35, it is possible to refer to different analyses, considering the discrepancy in their values.

Starting with "Reliability Analysis (Involvement 1)", two perceptions are identified regarding the various standard deviations of its statements.

Being common, in the order represented in the previous analysis, they have a low standard deviation for the 1st, 3rd and 5th statements, thus describing the little variability/dissipation of the responses to these statements, agglomerating at their predominant level, thus agreeing, in the majority, with the affirmations.

At the same time, the 2nd and 5th statements, in the order arranged in the analysis, identify a moderate standard deviation, with some type of dissipation in relation to the sample's responses for the remaining levels, with the greatest weight in the response relative to the concordant perception.

Continuing to the "Reliability Analysis (Involvement 2)", three perspectives of individual standard deviations are identified, these relating to a low, moderate and high standard deviation.

Thus, in the representative order of their analysis, the 1st (first), 4th (fourth) and 6th (sixth) statements are identified by their high standard deviation, highlighting their high discrepancy among responses arranged at different levels, but with the predominance being the neutral perception of JMH employees regarding these statements.

However, ordered by the table in which they are inserted, they are identified through their moderate SD and by the conclusion of some discrepancy in the general pattern of their answers, the 5th (fifth) and 7th (seventh) statement.

Still contrary, and having a low valuation DP, the 2nd (second) and 3rd (third) statements do not have a dissipation/variability in their responses, with most of the sample is in agreement with the concordant perception regarding these statements.

With the various reliability analyses associated with the components of organizational commitment, "Leaving Intention", "Commitment", "Loyalty" and "Dedication", it is possible to identify different statistical behaviours.

First, taking into account the Cronbach's alpha and the internal consistency of each component characterized through it, two opposing realities are characterized.

In the first reality, and taking benefit values for the characterization of good internal consistency, the components "Quitting Intention", "Commitment" and "Loyalty" are identified, these being correlated with the Organizational Commitment of employees.

In contradiction, and not having a favourable value for good internal consistency, the component referring to "Dedication" does not contribute significantly to the Organizational Commitment of employees of the object under study, namely JMH.

In relation to the individual Cronbach's alpha for each statement included in the components, it is possible to refer to different aspects, which can be reduced, maintained or even increased if a statement is excluded.

Considering the "Commitment" and "Loyalty" components, it is possible to note that, when excluding any of their statements, Cronbach's alpha reduces, impacting on the internal consistency of the component, with the totality of statements being relevant to the component in which they are found inserted.

In the "Intention to Quit" component, the previous sequence predominates in its nine statements, however a difference is noted in this reality, identified by the permanence of the value of Cronbach's alpha if the statement "I would change jobs if the organizational climate were more favourable" was excluded.

If this statement were excluded, by maintaining the same alpha value (0.926), the internal consistency of the "Intention to Abandon" component would not change, identifying the non-relevance of this statement to it.

Moreover, having just one difference, the "Dedication" component reveals an increase in its Cronbach's alpha if the statement "I am willing to dedicate more time to my work" is excluded, this is not relevant to its component, as it does not impact its internal consistency.

In contradiction, the first three statements of the "Dedication" component impact its internal consistency, having a value that reduces Cronbach's alpha if excluded, thus being relevant to its component.

Regarding the different averages associated with each of the statements present in each component, it is possible to verify the identification of four levels of agreement, the only one not present being level 5, which is “Totally Agree”.

In the “Intention to Abandonment” component, the presence of two levels is identified, these being level 1 (Totally Disagree) and level 2 (Disagree).

By associating the respective average with the first level, according to the organization of the table, with the 6th (sixth) and 7th (seventh) statements the total disagreement of employees, in general, with the previous statements is identified.

On the other hand, and with internal value 2 being identified, in the other statements of the component, it is characterized through its disagreement with the statement, the sample's perception of it, in general.

In the “Commitment” component, three levels of the Likert scale are identified, considering the internal number of the average of each statement displayed on it.

The disagreement of the sample, emphasizing level 2, shows, in the first three statements of this component, most responses from JMH employees, with their disagreement being predominant.

Despite this and identifying their “Neutral” perception (level 3), highlighting the non-disagreement/agreement of JMH employees, the statement “I would like to work in this organization for the rest of my professional life” is characterized.

Contrary to the previous ones, the last two statements of the “Commitment” component emphasize, through their large size, the agreement of employees with the same statements, with level 4 being predominant.

Continuing with the “Loyalty” component, it includes the neutral perception of employees identified in its first two statements, contrary to these, the agreement (level 4) of JHM employees regarding the statement that takes third place, respectively”.

In the “Dedication” component, only the perception of agreement (level 4) of employees with the various statements inserted is identified, this level being the highest in terms of responses.

For the purpose of the reliability analysis in the “Commitment” section, it is possible to verify differences through the values related to each statement and their standard deviation, respectively.

In the first component “Intention to Abandonment”, only high-dimensional standard deviations are identified, which are associated with a high dispersion of sample responses, dissipating between the different levels.

In the second component, “Commitment”, two characterizations of the different standard deviations are identified, these being those relating to when it is low and moderate.

In reality, the first two statements included in the table contain a low standard deviation, identifying the low dissipation of sample responses between the different levels of the Likert scale.

By contradiction, the following four statements have a moderate standard deviation, which characterizes the existence of some dissipation of the sample responses in relation to the level of predominance and the rest, respectively.

In the third component “Loyalty”, it is possible to observe, according to its high standard deviation in the first two statements, the strong dissipation of the sample responses across the different levels.

Contrary to this reality, the third statement of the same component, which through its moderate DP shows some dissipation of the sample responses across the different levels, which is equal to the fourth statement of the “Dedication” component.

In contradiction to this, the first three statements included in the “Dedication” component identify a low DP, with little dissipation of responses across the different levels, including its predominant one.

Table 1.
Correlation matrix (Pearson).

Variables/Scores		VAR (1)	VAR (2)	VAR (3)	VAR (4)	VAR (5)	VAR (6)	VAR (7)	VAR (8)	VAR (9)
Leadership/Management (1)	R - Pearson	---								
	N	---								
	p - value	---								
Training/Communication/Culture Initiatives (2)	R - Pearson	0,637	---							
	N	60	---							
	p - value	0,0001	---							
Satisfaction (3)	R - Pearson	0,737	0,851	---						
	N	60	60	---						
	p - value	0,0001	0,0001	---						
Involvement - Component 1 (4)	R - Pearson	0,503	0,553	0,657	---					
	N	60	60	60	---					
	p - value	0,0001	0,0001	0,0001	---					
Involvement - Component 2 (5)	R - Pearson	0,503	0,771	0,765	0,629	---				
	N	60	60	60	60	---				
	p - value	0,0001	0,0001	0,0001	0,0001	---				
Commitment - intention to abandon (6)	R - Pearson	-0,062	-0,025	-0,055	-0,020	-0,009	---			
	N	60	60	60	60	60	---			
	p - value	0,6318	0,8458	0,6689	0,8747	0,9468	---			
Commitment - Engagement (7)	R - Pearson	0,450	0,463	0,549	0,205	0,558	-0,007	---		
	N	60	60	60	60	60	60	---		
	p - value	0,0002	0,0002	0,0001	0,1102	0,0001	0,9583	---		
Commitment - Loyalty (8)	R - Pearson	0,306	0,476	0,440	0,517	0,549	-0,020	0,417	---	
	N	60	60	60	60	60	60	60	---	
	p - value	0,0157	0,0001	0,0003	0,0001	0,0001	0,8768	0,0007	---	
Commitment - Dedication (9)	R - Pearson	0,258	0,183	0,273	0,357	0,144	0,083	0,187	0,322	---
	N	60	60	60	60	60	60	60	60	---
	p - value	0,0430	0,1545	0,0320	0,0044	0,2626	0,5200	0,1452	0,0106	---

The use of Pearson's correlation matrix allows the reader to perceive the dimension of the impact of each component, previously developed through principal component analysis, in internal marketing practices.

Being also subdivided into two components, it is necessary to find out the relationships between each component, with the components developed for internal marketing practices, previously called “Training, Communication and Culture Initiatives” and “Management/Leadership”.

The agglomeration of all components was developed through the creation of scores, which were carried out during the reliability analysis of each component developed.

To this extent, the interpretation of the correlation matrix will be carried out according to the internal marketing scores developed, starting with the correlation of the “Managerial/Manager Score” with all the others and after its completion, continuing with the analysis of the “Training Score, Marketing Initiatives Communication and Culture, respectively.

The Pearson Correlation is therefore analysed in accordance with its correlation coefficient (R) and the p-value significance test.

The coefficient of variation, understood with the symbol “R”, varies between -1 (Strong Negative Correlation) and 1 (Strong Positive Correlation), enhancing its analysis through this assumption.

The p-value significance test elucidates the behaviour of the variable according to its statistical significance, with the hypothesis associated with this being that the p-value is low in relation to the usual values of 0.01, 0.05 and 0.1.

Pearson Correlations with the “Management/Management” Score

As the first correlation to be made is that relating to the “Management/Leadership” score with the “Satisfaction” score and having a correlation coefficient (R) of 0.737, this correlation is characterized by its very strong positive nature, since be close to the default value 1.

At the same time and having a p-value of less than 0.001 (low), rejecting the null hypothesis, the present correlation is characterized as statistically significant.

In this way, it is analysed that internal marketing practices associated with management/leadership are analysed as having a very impactful positive factor on the satisfaction of organizational employees, leading their practice to an increase in organizational satisfaction.

Moving on to the second correlation carried out, between the “Management/Leadership” score and “Engagement –Component 1”, the same correlation is interpreted through its strong positive nature ($R= 0.503$), contributing to its low p-value (< 0.001) for statistical significance.

It is therefore possible to understand that, at JMH, the positive focus on internal marketing practices associated with leadership/management consequently impacts on the positive involvement of its employees, with scores varying in the same direction.

Continuing with the third correlation carried out, this one between the “Management/Leadership” Score and the “Engagement – Component 2” Score, it is characterized by its strong nature ($R= 0.503$), with its low p-value (< 0.001), demonstrating the statistical significance of the correlation.

Through its interpretation, a greater focus on internal marketing practices associated with leadership/management leads to an increase in the involvement of JMH employees, reflecting that the greater your investment, the greater the involvement of your employees.

The fourth correlation between the “Management/Leadership” score and the “Intention to Leave – Commitment” score is characterized by its low negative correlation ($R= -0.062$), contributing to its high p-value ($p= -0.6318$) for the insignificant statistical nature of their correlation.

Through this correlation, the various internal marketing practices associated with leadership/management are not correlated with employees' intention to leave, with these scores evolving in opposite directions.

Continuing to the fifth correlation, this between the “Management/Leadership” score and the “Commitment-Commitment” score, the same correlation is interpreted through its moderate positive nature ($R= 0.450$), with its p being less than 0.05 ($p = 0.0002$) characterizing the statistical significance of the correlation.

Through its interpretation, developed that the investment in internal marketing practices associated with leadership/management enhances a positive, but not decisive, impact on the commitment of JMH employees, varying in the same direction at the same time.

The sixth correlation, involving the “Management/Leadership” score and the “Loyalty-Commitment” score, is characterized by its small positive nature ($R= 0.306$), but statistically significant ($p= 0.0157 < 0.05$).

The same correlation thus provides a positive association between the focus on internal marketing practices associated with management/leadership and employee loyalty, with the latter progressing as a result of an increase in the focus on internal marketing practices related to management/leadership.

The seventh correlation, between the “Management/Leadership” score and the “Dedication-Commitment” score, is characterized by its small positive nature ($R= 0.258$) and statistical significance (with $p= 0.043$ being less than 0.05, therefore low).

This correlation makes perceptible the positive, but not crucial, impact of investing in internal marketing practices related to management/leadership in increasing the dedication of JMH employees, with the dimension of dedication resulting from investing in related internal marketing practices with leadership and management.

Pearson Correlations with the “Training, Communication and Culture Initiatives” Score

As the first correlation is made up of the “Training, Communication and Cultural Initiatives” score and the “Satisfaction” score, it is characterized by its very strong positive nature ($R= 0.851$) and by its statistically significant correlation ($p= < 0.001$).

Therefore, according to the previous correlation, a greater focus on internal marketing practices associated with training, communication and cultural initiatives leads to an increase in satisfaction among JMH employees, or in a contractual perception, evolving the variables simultaneously.

The second correlation, between the “Training, Communication and Culture Initiatives” score and the “Involvement – Component 1” score, is interpreted through its strong positive correlation ($R= 0.553$), together with its statistical significance ($p= < 0.001$).

Through this correlation, the positive impact of investing in internal marketing practices associated with training, communication and cultural initiatives on employee engagement is noticeable, progressing according to the size of the investment in internal marketing practices of this variant

The third correlation, involving the “Training, Communication and Culture Initiatives” score and the “Engagement – Component 2” score, is characterized by its very strong positive correlation ($R=0.771$) and its statistical significance ($p= <0.001$).

This correlation emphasizes that a greater focus on internal marketing practices associated with training, communication and culture initiatives enhances greater involvement of JMH employees, or on the contrary, developing both scores in the same direction.

The fourth correlation, between the “Training, Communication and Cultural Initiatives” score and the “Intention to Leave” score, is characterized by its low negative correlation ($R= -0.025$), together with its statistical insignificance.

Through this correlation, it is conveyed that there is no relationship between the focus on internal marketing practices related to training, communication and culture initiatives and the intention to leave JMH employees, these varying in opposite directions.

The fifth relationship, between the “Training, Communication and Culture Initiatives” score and the “Commitment-Commitment” score, emphasizes a moderate positive correlation ($R= 0.463$), in conjunction with statistical significance ($p= 0.0002$).

This correlation, so that the commitment to good internal marketing practices related to training, communication and cultural initiatives, impacts, although not resolutely, on the commitment of JMH employees, developing towards the same direction simultaneously.

The sixth correlation, regarding the scores “Training, Communication and Cultural Initiatives” and “Commitment-Loyalty”, is characterized by its positive and moderate correlation ($R= 0.476$), simultaneously of a statistically significant nature ($p= < 0.0001$).

Through this correlation, it is possible that the variables develop in the same direction, depending on the size of the focus on appropriate internal marketing practices and their consequent impact on employee loyalty.

The last correlation, relating to the scores for “Training, Communication and Cultural Initiatives” and “Commitment-Dedication”, is characterized as low positive ($R= 0.183$), thus is not statistically significant.

This correlation, despite the evolution of both variables in the same direction perceiving a positive impact of the internal marketing practices on the dedication of its employees, is subject to third-party obstacles, interfering in its significance.

5. Conclusions

With the aim of carrying out a discussion between the perception of employees and management, using the typology of quantitative and qualitative analysis, this chapter is intended the same, as well as the comparison of the specific objectives designed.

In agreement with the conceptual model of Steward et al. (2020), this present study finds the same evidence that talent retention is achieved through the influence of internal marketing practices on concepts such as satisfaction, involvement and commitment of its employees.

In line with this perspective, the JMH leadership also argues that commitment, involvement and satisfaction are the main elements to be developed within the scope of internal marketing, with their positive development being a consequence of employees remaining at JMH.

In defence of the previous statements, and complementing each other, it is possible to develop that, in order to achieve organizational talent retention, it is necessary to study and develop aspects such as employee satisfaction, involvement and commitment, the main method used at JMH, internal marketing practices.

As the second specific objective delimited is the association of the dimension of the impact of internal marketing practices on employee satisfaction, the points of view of the two organizational aspects are highlighted.

The head of JMH associates that internal marketing practices have an extremely positive impact on retaining people, and this concept is achievable through their positive potential.

Using Pearson's correlation matrix, demonstrating the extent of the impact of internal marketing practices on aspects such as satisfaction, it is possible to identify the impact of each one, according to its components.

According to the "Satisfaction" score and having this in accordance with the "Management/Leadership" and "Training, Communication and Culture Initiatives" component score, with low p values and R's of 0.737 and 0.853, its very positive significant correlation between the aspects is noticeable, with the impact of internal marketing practices on satisfaction being very strong.

It is therefore taken, as a conclusion of the second specific objective, and given that management and employees share the same opinion, that the size of the investment in internal marketing practices impacts on the satisfaction of its employees, and the larger its size, the greater the organizational satisfaction.

The third specific objective, delimited by the association of the dimension of the impact of internal marketing practices on employee commitment, deciphers the two organizational perspectives, then

From the point of view of JMH management, internal marketing practices have an extremely positive impact on the involvement of its employees, which is presumed, through the conceptual model (Ting, 2011), to be one of the most important factors in talent retention.

According to Pearson's correlation matrix and taking into account the components into which the two concepts involved in this objective are divided, it is possible to verify the different perceptions of JMH employees.

The "Engagement-Component 1" and "Engagement-Component 2" scores show, over the "Management/Leadership" and "Training, Communication and Culture Initiatives" scores, a low p that admits their significance and strong R values (0.503, 0.553, 0.503 and 0.007), admitting that these concepts have a strong positive correlation, determining the impact of internal marketing practices on the first component associated with Engagement.

It is therefore associated, given the similarity of the two perspectives, that the various internal marketing practices associated with their scores have a strong importance in achieving organizational involvement, constituting their commitment to an object of impact, the involvement of employees in relation to JMH.

The fourth and final specific objective deciphers the impactful relationship between internal marketing practices and the commitment of JMH employees, making it possible to obtain the perception of its management and its employees.

Maintaining a perspective synonymous with that of satisfaction and involvement, the JMH management associates a strong positive impact of the various internal marketing practices implemented by it with the commitment of its employees.

Faced with this fact and based on the Pearson correlation drawn up through the questionnaire responses, it is possible for JMH collaborators to verify positive correlations between the two concepts studied, the only factor that does not have a significant impact, according to the dimension internal marketing practices, being the dedication of JMH employees.

Therefore, comparing the two perspectives, the investment in internal marketing practices has a positive impact on the development of employees' commitment to JMH, also allowing a reduction in their intention to leave.

Considering the comparison made between the two perspectives – those from management and its employees – several conclusions are developed from the study prepared in accordance with its general objective.

Through practices associated with aspects such as management leadership, training, communication, cultural initiatives, extrinsic and intrinsic benefits and career progression, JMH achieves its enormous number of returns to work.

JMH's talent retention is associated with Ting's (2011) conceptual model, which argues that internal marketing practices enhance three consequential aspects for talent retention, enumerating employee satisfaction, involvement and commitment.

As the satisfaction of JMH employees is high, it becomes clear, through the questions answered through the prepared questionnaire, that this is due to the organization's commitment to the various

internal marketing practices that it encompasses, with a very high positive impact on the achievement of satisfaction.

Confirming the same ideology, the investment in internal marketing practices implemented at JMH enhances, with great affluence, greater involvement of its employees, with employee involvement being developed through the organization's investment in them, through internal marketing.

Also in agreement, by enhancing a positive correlation with the commitment of employees the investment in internal marketing practices impacts on the same element, with it being verified, through the questionnaire, that organizational commitment has a high value, since it is strongly associated with the internal marketing practices carried out by JMH.

As the great weight and influence of satisfaction, involvement and commitment are evident, as well as the strong correlations between these elements and internal marketing practices, it is possible to affirm that internal marketing practices have a positive impact on the retention of talent in the JMH organization, through aspects related to the satisfaction, involvement and commitment of hotel employees.

5.1. Limitations to the Study

Constituting a broad study, which has two distinct types of research, two limitations are highlighted, which affected the nature of our study throughout.

The first limitation, associated with quantitative research, concerns the delay in collecting all the questionnaires, in person, by the researchers, since due to the Algarve seasonal season, employees would not take the initiative to answer them at home.

The second limitation identified is due to the Algarve's seasonality, thus confirming the short time to carry out the interview with the manager, making it too broad to answer the various questions addressed.

Possible Practical Implication on Management Actions for the Future

We, the authors, believe that the variable Leadership has a great level of importance on the study, as we can suggest for the future of management to develop their skills in the area, for this purpose we are able to create specific training programs in future research, maybe on a research/action project.

In addition to that it is possible to understand that the Leadership and Management variables can be more classified as dependents, as others as communication or satisfaction can be more independents.

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