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Research Paper

Internal Marketing as a Driver of Workplace Happiness and Organizational Performance

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ABSTRACT

Internal marketing plays a crucial role in the organizational success of companies, particularly in fostering employee well-being and workplace happiness. This study aims to analyze the relationship between internal marketing practices and employee happiness, focusing on their impact on motivation, job satisfaction, and talent retention. Through a qualitative methodology, including semi-structured interviews and a focus group, this research explores the perspectives of human resource managers and employees from four companies in northern Portugal: Altronix, Samsys, Grácia Sofia, and Happy Awards.

The findings reveal that internal marketing significantly enhances employee engagement, creating a work environment characterized by stronger communication, increased motivation, and a higher degree of organizational commitment. Companies with well-structured internal marketing strategies reported lower turnover rates and a greater sense of job satisfaction among employees. Notably, organizations that invested in transparent communication, continuous training, and recognition programs saw a marked improvement in employee morale and overall performance. These results underscore the importance of aligning internal marketing strategies with employee expectations to cultivate a positive and productive work culture. By doing so, companies can strengthen their competitive advantage in today's dynamic labor market.

Keywords: Employee Motivation, Internal Marketing, Organizational Commitment, Talent Retention, Workplace Happiness

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1. INTRODUCTION

The human resources sector is currently facing major challenges, particularly in terms of the professional and family demands made on employees. Human capital is therefore one of a company's most valuable assets, and it needs to be monitored because satisfied and committed employees perform better. Over time, the objectives of Human Resources Management have evolved in line with the changes taking place in organisations, both in terms of the market and internal structures. There is a trend towards making these structures more flexible, leaving behind the strong traditional tendency towards hierarchisation (Camara et. al., 2013).

Increasingly, there is greater competition in the labour market to attract, hire and retain the best employees. As such, internal marketing is a fundamental strategy that must be applied in the company to create differentiated value for the product "organisation" in the eyes of customers and potential internal customers, i.e. employees. Therefore, internal marketing aims to raise awareness in companies and to take greater care in its development, with greater rigour and dedication respectively. In addition, it can be said that internal marketing has a positive impact on employee performance, motivation and satisfaction (Silva, 2021). Over the last few years, one of the most discussed topics has been the impact of happiness at work on companies, which has led to an increase in concerns about human nature and interest in work experiences.

An organisation is essentially made up of people, so if the people are happy, so is the organisation, which means that happy organisations are more productive and consequently more effective and profitable, thus becoming a competitive differentiator in the business world (Awada, & Ismail, 2019; Firmansyah & Wahdiniwaty, 2023; Ribeiro et al., 2021). According to Gawdar (2018), happiness is equal to or greater than the difference between the events in our lives and the expectations we have, so it's not the event itself that makes us unhappy, but the way we think about it. In turn, unhappiness is a survival mechanism. The research therefore aims to answer the following questions: Is there a relationship between internal marketing and happiness at work? What role does internal marketing play in making employees feel happy at work?

2. LITERATURE REVIEW

2.1 Internal Marketing vs Happiness At Work

Several studies indicate that internal marketing has a positive impact on organizational happiness, suggesting a close relationship between these concepts (Vasconcelos, 2008; Ishaque and Shahzad, 2016; Tang, Chang, Wang and Lai, 2020). However, although the literature extensively addresses this relationship, gaps remain in the understanding of how different internal marketing strategies affect specific dimensions of happiness at work, varying according to sector, organizational culture and employee profiles.

For the effective implementation of an internal marketing strategy focused on well-being, organizations need to understand in depth the factors that really motivate their employees and influence their job satisfaction (Fernandes et al., 2024; Pravamayee, 2014). However, it is still little explored which specific practices have the greatest impact in different organizational contexts and how these strategies can be adjusted to maximize employee happiness.

In addition, the company's overall marketing strategy and values play a central role in employee happiness. Although fair pay is often identified as one of the key factors, non-monetary benefits such as services, opportunities for advancement, partnerships and leisure and wellness activities are also relevant (Silva, 2021). However, little is known about which of these benefits are most valued by different employee profiles and how customizing these practices can maximize the impact on organizational well-being.

Another crucial factor is the organizational culture and climate, which should be based on relationships of mutual respect, transparency and collaboration. Organizations that promote an environment of trust, autonomy and creativity tend to generate greater well-being among employees (Silva, 2021). Even so, there is room for further research into which specific cultural practices are most effective in promoting organizational happiness and how these practices can be adjusted according to the organizational context.

In this way, well-structured internal marketing can promote well-being at various levels - motivational, behavioral and physical - strengthening employees' bond with the organization. The literature suggests that happy employees tend to be more productive and successful (McKee, 2014), as well as improving relationships with external customers, contributing to organizational success (Bohnenberger, Schmidt, Damacena and Batle Lorente, 2019). However, there is still a

need for studies that delve deeper into the mechanisms by which internal marketing influences happiness at work and how these effects vary in different business realities (Wang and Lai, 2020). Romero-Rodríguez and Castillo-Abdul, highlights the crucial role of internal communication in fostering organizational happiness. Their study identifies nine key dimensions that contribute to a positive work environment, including leadership attitudes, communication policies, feedback and recognition, organizational culture, and employee relationships. By structuring these elements into three macro-dimensions—workplace well-being, positive employee development, and emotional engagement—the authors provide a framework for enhancing internal marketing strategies. This perspective reinforces the idea that an organization's communication approach can significantly influence employee satisfaction, motivation, and overall happiness at work (Romero-Rodríguez & Castillo-Abdul, 2024).

Based on these gaps, future research could explore how different employee profiles respond to different internal marketing practices, which strategies are most effective in specific contexts and how organizational happiness can be measured more accurately in the context of internal marketing. In this way, the study could make a more innovative and significant contribution to the field

3. METHODOLOGY

This is an exploratory study with a qualitative methodology, analysing the impact of internal marketing on organisations, focusing on the issue of happiness at work. According to Snyder (2019), carrying out research and relating it to existing knowledge is the cornerstone of all academic research activities, and it is crucial to carry it out with precision and motivation so that the whole process.

According to the authors Sousa and Baptista (2011), the research methods that can be applied to answer the problems presented and the objectives proposed for this study to be more assertive and rigorous should be of the qualitative type, since it does not focus on numerical magnitudes, that is, it does not evaluate cause- effect relationships on the subject, but rather collects, evaluates and interprets existing discourses, thus obtaining descriptive data through a possible diversity of methods.

Furthermore, in a qualitative study, the answers to the questions are not direct and vary from organisation to organisation, which is why the interpretation of the results obtained is more

demanding and laborious, since it gathers saturated and highly detailed reports from those involved, which will then be selected, compared and analysed. Another relevant aspect of qualitative research is the size of the sample, which in these cases tends to be smaller (Lanka et al., 2021).

This research therefore uses exploratory and bibliographical research, with a qualitative approach, by conducting semi-structured interviews with the managers of certain organisations that work for the happiness of their employees and then holding a focus group with the intervention of 1 to 2 members of each organisation to talk a little about the company's behaviour in relation to the topic discussed in the interviews.

4. ANALYSIS AND DISCUSSION OF RESULTS

The primary objective of this study is to examine the role of internal marketing in organizations and its impact on workplace happiness. In today's competitive market, organizations that excel increasingly adopt management strategies integrating behavioral characteristics to foster employee well-being. Recognizing the significance of happiness at work for both human and organizational development, this research aims to identify and demonstrate its implications for employee and organizational success.

To achieve this objective, it was essential to analyze key concepts from various authors and scientific studies. Establishing a relationship between internal marketing and workplace happiness highlights the benefits for organizations. This dissertation identifies the factors that most influence employee happiness, demonstrating that motivated and satisfied employees achieve higher levels of organizational commitment compared to those who are demotivated.

Organizations prioritizing internal marketing tend to be more recognized and hold a higher market value than those neglecting human resource-focused strategies.

4.1 Results of the Interviews

The interviews were carried out with all the organisations that agreed to take part in this research. One interview took place face-to-face with the person responsible for human resources management, while in the case of Altronix and Samsys the interviews took place online via the Teams platform. The human resources manager at Happy Awards answered the questions in the interview script via a document, which was subsequently sent via email. This was due to a lack of time to organise a face-to-face interview.

After conducting the interviews, it became essential to analyse the information gathered in order to understand the impact that internal marketing policies had on the internal public of the different organisations. Studying factors such as motivation and happiness at work are essential in organisational cultures. To this end, we sought to understand how managers have been implementing strategies to achieve organisational goals.

When asked about internal marketing, interviewees described it as a tool to motivate employees daily and enhance internal relationships with stakeholders. It was also seen as an internal communication process that strengthens collaboration between departments, creating value to retain employees and attract new talent.

E1 "(...) Internal marketing is about motivating our team on a daily basis so that we are a cohesive team and prepared every day to do more and better (...)"

E2 "(...) I understand that internal marketing consists of a set of actions that are carried out with the organisation's stakeholders, namely employees and partners, in order to reach the customer more effectively (...)"

E3 "(...) It corresponds to all the communication that is done internally within the company (...)"

E4 "(...) When we think about marketing, and if I remember correctly, the latest definition from the AMA (American Marketing Association), it focuses a lot on creating value and what I think is fundamental about IM is precisely that it also creates value for our people. (...)"

Responses varied regarding the presence of internal marketing plans. Some companies focused on team engagement, performance training, and well-being initiatives. Others had specialized marketing teams managing both internal and external marketing. Among them, Altronix stood out with a well-structured strategic plan tailored to its organizational characteristics

E1 "(...) There isn't really a plan, but rather a daily concern on my part to get everyone involved (...)"

E2 "(...) There is a set of training actions for the performance of duties, on the one hand, and for happiness and well-being (...)"

E3 "(...) Within our company we have a team, the communications and marketing team, which works not only on external marketing, which is clients, but also on internal marketing (...)"

E4 "(...) There is an annual plan outlining what the actions are and what should be done throughout the year. There is a very well-defined strategic plan for what we are doing in terms of internal marketing (...)"

All companies confirmed offering employee training programs. However, Samsys and Altronix provided the most extensive training opportunities.

E1 "(...) Yes. (...)".

E2 "(...) We invest a lot in internal and peer training, even though, given our core business, we always have to be on top of the latest market trends (...)".

E3 "(...) Yes. Throughout the year we have various training events, team building events, we always have activities in components linked to the training area such as English, sales techniques, operations (...)".

E4 "(...) Yes, this is intrinsic to everything we do at Altronix, we invest a lot in it every year, all year round, we are constantly training people, whether it's more technical training or training more geared towards our products (...)".

Companies emphasized valuing employees who exceed expectations while also addressing underperformance through communication and support mechanisms to foster improvement.

E1 "(...) Yes. (...)".

E2 "(...) We are a company with few employees and yet there are several investments in terms of career progression. In the seven months I've been with the company, I've seen several people progress in their jobs and the conditions on offer (...)".

E3 "(...) Yes. Although there are almost 70 of us, progression in terms of positions within the company ends up being a little more complicated, but in terms of pay, if we work for it, yes, we are compensated in that sense (...)".

E4 "(...) Yes, there is this mindset, but it's not always possible as we would like, but it is intrinsic in our organisation (...)".

With regard to the bonus policy adopted by the organisations, it was found that these incentives are not the same among the organisations that took part in the study. The bonuses awarded by the companies are: guaranteed health insurance, end-of-year bonuses, salary increases for achieving objectives, liberalising Friday afternoons for all employees, offering trips.

E1 "(...) "I just had a client say to me...you have a problem because your heart is too good" so I think that's all said (...)".

E2 "(...) We are an organisation that recognises when something is done well and looks at what was done less well as a learning experience and an opportunity to improve in the future (...)".

E3 "(...) If there's one company where you can go wrong, it's Samsys, because here at Samsys we don't recruit people, here we recruit humans - that's our motto (...)".

E4 "(...) only those who don't work don't make mistakes". Sometimes when we're upset we take it out on the person who makes the mistake, it's unconscious. But beyond criticism, the essential thing is to realise and see mistakes as learning (...)".

With regard to the bonus policy adopted by the organisations, it was found that these incentives are not the same among the organisations that took part in the study. The bonuses awarded by the companies are: guaranteed health insurance, end-of-year bonuses, salary increases for achieving objectives, liberalising Friday afternoons for all employees, offering trips.

E1 "(...) Yes. Employees here at this company have health insurance, they have bonuses at the end of the year, salaries are always reviewed at the beginning of the year (...)".

E2 "(...) We receive bonuses, commissions and rewards for working together: no work on Friday afternoons, the company takes employees travelling with their families and we get massages every month. (...)".

E3 "(...) Here we are rewarded according to commercial, operational or financial productivity. Whenever we fulfil our objectives in these areas we are rewarded (...)".

E4 "(...) Yes. We have various types of bonuses depending on people's roles, the commercial area works with commissions, the production area works with monthly productivity bonuses, then there are quarterly bonuses, there are annual bonuses (...)".

With regard to the support provided by companies to their employees, it is important to highlight certain aspects, such as: a constant concern to listen to employees' opinions in order to ensure that they feel that they are part of a company that cares about their opinions, needs and desires; keeping a close eye on the psychological safety of their workers so that they can perform better.

E1 "(...) Always. The opinions of our employees are central to the company's growth (...)".

E2 "(...) We do. The structure is small and very horizontal, which provides this psychological security (...)".

E3 "(...) Yes. Every year there is an internal monitoring plan for all colleagues (...)".

E4 "(...) Yes, we always try to do it. We have our own evaluation model that we developed (...)".

When asked about the type of communication that is practised in organisations, in order to understand the level of permission given to employees to express their ideas, it is important to note that all the interviewees said that communication is accessible, good, strong and sometimes even

resembles family communication, meaning that all employees have total freedom to talk to their colleagues and managers.

E1 "(...) There's family communication, and when I say family it's in the sense that here everyone talks about everything, but you also know that all the issues (...)"

E2 "(...) We think it's good and that we use the tools available to manage communication (...)"

E3 "(...) Regarding internal communication, we all know each other, we're all comfortable talking to anyone within the organisation (...)"

E4 "(...) It's very strong. This is a very transparent company and there is a very close relationship between all the employees at Altronix (...)"

When asked about the benefits that internal marketing had had on the different organisations when it was implemented, the interviewees said that it had been very beneficial and that they had noticed improvements in the working environment, considering that it was now healthier. They pointed out that alignment between teams is better, there is more satisfaction, a strengthening of the organisational culture and greater organisational happiness.

E1 "(...) I think the biggest benefit is always a healthy working environment (...)"

E2 "(...) Greater alignment between the team, greater satisfaction and organisational happiness (...)"

E3 "(...) We feel more involved when we're together, which proves to be beneficial when challenging situations arise, because we're more united (...)"

E4 "(...) There are things that are more difficult to measure. And this measure is very difficult to measure and see the results obtained (...) therefore, I believe that we are what we are today because we have a very good organisational culture, very strong and I also believe that our success every year comes from all this work that is done (...)"

Asked whether communication is an important tool and why, the participants unanimously agreed that it is, claiming that without communication organisations will not achieve their goals:

E1 "(...) Very important. Where there is no internal communication, there is no happiness and the work doesn't come out with quality. Here everyone helps each other (...)"

E2 "(...) Very important. It is through the outputs of communication that we are able to manage and have more sustainable leadership and also through communication that we raise the standards of quality and rigour that characterise us (...)"

E3 "(...) It's not important, it's fundamental. Often problems arise because of a lack of communication (...)"

E4 "(...) Yes, it's fundamental because of everything that was said before (...)"

With regard to the role that happiness plays in company planning, it was identified that all companies assume that planning is essential, because without happy employees, there are no healthy companies or employees who are fully committed to the organisational interests, and there will be problems in the medium and long term, which could even lead to the destruction of organisations:

E1 "(...) I think it's essential. For me, happiness is the basis of everything. I don't think there's a day's work without it (...)"

E2 "(...) Yes, it is. The happiness and well-being of employees, our greatest asset, is very important for the company's management (...)"

E3 "(...) Very important. An employee who isn't happy isn't productive at work (...)"

E4 "(...) I'm a bit critical of the issue of happiness at work. I don't believe in happiness in organisations for two reasons. Firstly because I wonder what happiness is? Happiness for me is one thing, for other people it's something else and that's why it's very difficult to work on something that we can't quantify (...)"

Another aspect to note from the interviews is the fact that all the companies did not record high turnover figures, so it can be said that the employees actually feel fulfilled and are not looking to change organisations:

E1 "(...) Luckily I've had people working with me here since I started (...)"

E2 "(...) Appropriate. There are only exits when individual values are not aligned with those of the company and then we consider that the exit is the best solution for both parties (...)"

E3 "(...) In this company there isn't much turnover of people (...)"

E4 "(...) once people see their work being valued and getting results, they feel happy in the organisation and the level of turnover is very low (...)"

The human resources managers of the different organisations indicated that various measures had been implemented in order to make their employees happier, such as: celebrating each employee's birthday, celebrating commemorative days, holding feedback meetings and morning check-ins with employees in order to share knowledge and provide guidelines for their work; ensuring and

improving the care and well-being of the facilities; acquiring better working tools; organising internal events that employees like; ensuring transparency throughout the organisation.

E1 "(...) Everyone who has a birthday here always brings a cake, we sing happy birthday. On their birthday, employees leave an hour early. Everyone has health insurance (...)".

E2 "(...) Project management tools, chats, sales software, feedback meetings, morning check-ins (...)".

E3 "(...) Above all sharing knowledge (...)".

E4 "(...) People's work tools - software; Communication; Transparency from the whole organisation to employees; Well-being of the facilities (...)".

Regarding the relationship between internal marketing and happiness at work, there is agreement, as everyone mentioned that both concepts go hand in hand, and it is not possible to work on just one aspect, but it is mandatory to give it the same importance.

E1 "(...) They go hand in hand. There's no point thinking about one without thinking about the other (...)".

E2 "(...) Of course. These tools allow for more fluid and constant communication and facilitate individual performance (...)".

E3 "(...) Completely (...)".

4.2 Focus Group

An analysis of the focus group responses reveals a unanimous agreement among participants regarding the topics discussed. However, despite this consensus, it is evident that organizations differ in their capacity to implement internal marketing strategies and foster workplace happiness. These variations are influenced by multiple factors, including company size, financial resources, communication effectiveness, and competitive positioning.

Larger organizations tend to achieve higher financial performance, granting them a competitive edge. However, due to their scale, they may encounter communication challenges, as managing a larger workforce complicates internal interactions. In contrast, smaller organizations may face financial constraints that limit their competitiveness. Nevertheless, they often compensate with more effective internal communication, enabling them to maintain employee engagement and organizational cohesion.

The study highlights that larger companies can offer superior benefits to their employees. For instance, Happy Awards stands out as an organization that provides incentives such as company-

sponsored trips upon meeting objectives and reduced working hours on Fridays-benefits that smaller companies may find financially unfeasible.

However, as noted by an Altronix representative, not all benefits can be universally applied across different industries. In manufacturing, for example, offering early Friday closures to only certain employees could create inequities. Consequently, Altronix has opted for alternative reward mechanisms to ensure fairness among its workforce while maintaining employee recognition initiatives.

Regarding future organizational prospects, most participants expressed satisfaction with the measures currently in place within their respective companies, although some organizations offered more comprehensive benefits than others. It was acknowledged that while proposing new initiatives is straightforward, implementing them equitably across all employees presents challenges. For instance, providing childcare services would only benefit employees with children, potentially creating disparities. Similarly, allowing pets in the workplace, while desirable for some, poses logistical difficulties.

When discussing the correlation between workplace happiness and employee motivation, all participants unanimously agreed that a happy workforce is a motivated workforce. This finding underscores the interdependence of these variables and their essential role in enhancing both employee performance and overall organizational success.

In conclusion, while some organizations offer more extensive benefits than others, participants generally expressed contentment with their current workplace conditions. They acknowledged that any limitations in additional benefits were largely due to financial constraints rather than a lack of organizational commitment to employee well-being. Thus, despite differences in compensation strategies, employees appeared to appreciate their organizations' efforts, interpreting them within the context of available resources.

Internal Communication is Important for Internal Marketing	Importance/Relationship of Internal Marketing with Job Satisfaction	Applicability of Internal Marketing in the Organization	Will Internal Marketing Foster Greater Job Satisfaction?	Happy Employees Lead to Higher Motivation	Key Factors that Increase Job Satisfaction	Job Satisfaction Affects an Organization	Benefits/Rewards for Employees
Interviews	It is important to have internal communication so that everyone feels comfortable discussing what is going well or moderately well in the organization. Without communication, it is very difficult to resolve organizational issues.	There is interdependence between these two concepts. With a well-structured internal marketing plan, individuals feel happier and, consequently, enhance their individual performance.	Yes.	Yes.	Happy individuals ensure greater success because they are highly motivated at work, which ultimately makes them more creative and productive.	Employee anniversaries; Celebratory events; Feedback meetings; Project management; Communication; Knowledge sharing; Good working conditions; Transparency.	Lack of job satisfaction can ruin a company.
Focus Group	Yes, communication is very transparent and simple; however, employees believe there is still room for improvement.	It is fundamental. Through internal marketing, employees become aware of their colleagues' needs and can help contribute to each other's happiness, thus creating a more productive environment.	It was highlighted that organizations are not all at the same level.	Yes.	Yes.	A good work environment among colleagues; Good working conditions; Recognition; Career progression; Feeling heard and acknowledged; Work-life balance management; Team building.	Without job satisfaction, employees do not perform their tasks efficiently, which harms the organization.

Figure 1: Comparison of Interview Results vs. Focus Group

4.3 Discussion

The findings from both the interviews and the focus group exhibit a high degree of similarity, demonstrating a complementary relationship between these two data collection methods. No significant discrepancies were observed, reinforcing the consistency of perspectives across participants.

The study reveals a largely homogeneous outlook among human resource managers and employees from the participating organizations. Across multiple dimensions, there was a strong alignment of perceptions and a high level of agreement in responses. All participants acknowledged the fundamental role of internal marketing in fostering workplace happiness. This mechanism enhances employee satisfaction and motivation, which, in turn, contributes to improved service quality and potentially higher customer satisfaction.

A key insight shared by participants is that internal marketing can only be effective when supported by strong internal communication. Without effective communication, internal marketing initiatives are unlikely to yield the desired results. While most organizations reported having

effective internal communication channels, focus group participants noted that there remains room for improvement in this area.

The study also highlights variations in the implementation of internal marketing strategies across organizations, with Happy Awards emerging as a standout example. This discrepancy is likely influenced by organizational size and financial resources, as larger companies have greater budgets to invest in tailored strategies and incentives.

Regarding factors influencing workplace happiness, there was broad agreement between interviewees and focus group participants that these determinants vary among employees. The primary factors identified include paid leave on birthdays, meaningful celebrations for special occasions, structured feedback meetings, open communication, knowledge sharing, favorable working conditions, organizational transparency, employee recognition, team-building activities, and work-life balance initiatives.

Additionally, the participating organizations reported implementing specific benefits to enhance employee well-being. These included health insurance, performance-based end-of-year bonuses, salary increments, company-sponsored trips for employees and their families, as well as social and leisure activities such as team lunches and wellness programs.

An important aspect of this study was to assess whether there is a shared perspective among interviewees and focus group participants regarding emerging labor market trends. Once again, there was a strong consensus. The most frequently cited trends included the increasing use of digital tools to support work tasks, the expansion of remote work opportunities, and the growing emphasis on work-life balance and flexibility.

Finally, it is noteworthy that both interviewees and focus group participants had limited professional experience outside their current organizations. For many, their current employment represents their first professional experience, which may limit their ability to compare workplace practices across different organizations.

5. CONCLUSION

Consistent with the existing literature, this study demonstrates that employee happiness is a key driver of creativity and productivity, ultimately contributing to both individual and organizational success. Interviews with organizational leaders confirm that internal marketing plays a crucial role in corporate well-being and that such strategies are actively implemented in Portugal. These

findings support the notion that companies increasingly prioritize internal marketing and the enhancement of human resource management practices.

According to Marques et al. (2020), well-executed internal marketing fosters well-being at multiple levels—motivational, behavioral, and physical. However, while the concept of internal marketing is universal, its interpretation and application vary across organizations depending on their specific needs and employee dynamics. The study reinforces that internal marketing is a broad and multifaceted concept that can be adapted differently by various companies.

Despite differences in approach, all organizations implement internal marketing practices aimed at enhancing employee satisfaction. Common initiatives include training and professional development, career advancement opportunities, though these vary in complexity across companies-performance-based rewards, and continuous employee monitoring. Regardless of these variations, organizations consistently recognize and reward employees who demonstrate exceptional performance.

One of the most valued aspects identified in the interviews is the range of benefits offered to employees. These include workplace activities to promote relaxation (e.g., company and employee birthday celebrations, national festivities), team meetings that encourage open discussion, comfortable working conditions, high-quality work tools, organizational transparency, knowledge-sharing initiatives, and health insurance, among others.

Employee recognition and reward mechanisms differ across organizations, as companies adopt diverse policies for incentivizing their workforce. However, regardless of the specific approach, recognizing employee contributions has a consistently positive impact on morale, performance, and overall job satisfaction. Therefore, it is essential for organizations to implement structured recognition programs that acknowledge achievements and reinforce employee engagement.

Internal marketing, in all its dimensions, exerts a positive influence on organizational happiness. When effectively implemented, it enhances employee satisfaction, motivation, and commitment to the organization. Additionally, this study highlights a strong correlation between employee happiness and motivation. The more content employees feel within their workplace, the higher their engagement and productivity levels, which, in turn, foster loyalty to the organization and reduce turnover rates (Silva et al., 2021).

Strategically embedded internal marketing not only enhances employee satisfaction but also strengthens organizational commitment, solidifying its role as a critical component of corporate

strategy (Marques et al., 2020). Another fundamental aspect of internal marketing is internal communication, which emerged as a key factor in this study. Interview findings indicate that participating organizations maintain effective, transparent, and inclusive communication channels that facilitate dialogue across all hierarchical levels.

This research further explores the potential impact of internal marketing on employee identification with the organization. Through robust internal communication, organizations can effectively disseminate their values, mission, and culture, fostering a participatory environment that generates positive emotional connections and strengthens employee commitment.

In conclusion, all interviewees unanimously agree that internal marketing has a significant impact on employee happiness, leading to increased productivity and, consequently, higher organizational performance. These findings affirm the interconnected nature of internal marketing, employee well-being, and corporate success, underscoring the importance of integrating these elements to achieve sustainable organizational objectives.

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