

Organizational Health and the Impact of Internal Marketing Practices in Employee Motivation

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Abstract

Internal marketing has emerged as a management tool with the primary goal of creating a customer-centered organization and motivating and empowering its collaborators to achieve organizational goals. This study's primary objective is to determine whether MI practices influence employee motivation and whether these practices and motivation diverge depending on whether the organization employs a public or innovative management model. As a result, a descriptive study was conducted with 234 elderly people who worked in EPE UCC hospitals and had ages ranging from 23 to 58. The findings showed that, despite their low perception, the studied health organizations are aware of MI strategies and influence collaborator motivation. We also confirmed that there are significant differences in MI procedures and collaboration motivation between EPE and UCC hospitals, albeit only in some dimensions. As a management tool, Internal Marketing (IM) was introduced with the intention of developing organizations that are focused on their customers and empowering their employees to achieve organizational objectives. The primary objective of this study was to determine whether the current IM methodologies have an impact on employee motivation and whether these practices, as well as the motivation factors, differ depending on whether the organization employs an Innovative or Public Management model. To this end, we conducted a descriptive study on 234 nurses who worked in hospitals EPE and UCC and were between the ages of 23 and 58. The findings demonstrated that, despite their perceptions that internal marketing strategies were ineffective, healthcare organizations employ them and that these have an impact on employee motivation. It was also confirmed that, albeit in limited ways, EPE hospitals and UCC have significantly different IM procedures and employee motivation.

Keywords: Internal Marketing • Public Management • Management tool

Introduction

Organizations feel the need to change their management models to ones that are more effective and in line with the real needs of the market in response to recent socioeconomic and political shifts¹. Human potential are now considered one of the most important resources of an organization^{2, 3}, with collaborators being regarded as essential to the organization's success. As a result, it is essential to respond to and fulfill the needs of the customer, as well as satisfy their motivations⁴, through internal marketing (MI), which must take precedence over any external marketing process^{5, 6, 7}. Because it aids in the acquisition and retention of international customers, the MI serves as a means by which organizations can achieve their goals through employee motivation^{1, 8, and 9}. Despite the fact that not all businesses employ this concept, a number of studies demonstrated the connection between MI and employee satisfaction, motivation, and retention. As a result, the work being done by the MI on behalf of health organizations is still extremely extensive. In any case, the MI's influence on the motivation for work has been limited, particularly in the context of healthcare organizations. In light of this, the current investigation aims to determine if MI practices influence employee motivation and whether these practices and motivation diverge depending on whether the organization employs a public or innovative management model. At the end of the 7012 decade, the marketing and service management literature introduced the concept of MI associated with organizations.

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However, despite the growing body of literature on MI, few organizations actually implement this concept due to the wide range of definition. According to these researchers, the concept of MI will begin with a focus on the motivation and satisfaction of collaborators. The main reason was that the MI's efforts were focused on improving the quality of service. Later, the MI began to be viewed as a management tool for collaborators to achieve organizational goals¹, including professional motivation and satisfaction, client orientation and satisfaction, interfunctional coordination, and organizational and business strategy implementation.

Discussion

In a nutshell, the MI is "a vast concept, delineating a management strategy that has as its essential objective the development of a customer-focused organization capable of comprehending its own business, products, and relationships, as well as serving them with quality. The theories that have developed over the past few decades are fundamentally based on the identification of the personal factors that contribute to people's motivation. The research that has been carried out has as its primary objective to comprehend the origin of motivation, the contexts in which it manifests itself, and its contributions to the context of organizations. According to the various theories that seek to determine motivation can be divided into two categories: theories of content and processes. The authors of the article aim to "identify the needs versus the impulses that the people have and how in this process the needs/impulses are established as priorities, in a manner to identify in practice with which type of incentives or objectives the people se esforçam to achieve success and satisfaction [1-5].

Conclusion

These theories aim to understand what motivates people to work. The process theories, on the other hand, describe and analyze the process by which behavior is activated, directed, maintained, or paralyzed. Through an in-depth analysis of human behaviors, these seek to explain the motivational dynamics.

In this way, the main theories of the story are as follows: the Theory of Needs, the Theory of Existence Relatedness and Growth, the Theory of Needs, the Theory of Two Factors, and the Theory of Work Design, while the Theory of Expectations, the Theory of Intrinsic Motivation, the Theory of Participation, and the Theory of Objectives are separated from the Process Theories. The findings appear to counteract the bias that was put forth regarding the distinctions between public and innovative gestational models. In point of fact, the initial expectation was that the public management model, which by law ensures working conditions with higher levels of security, would be associated with higher levels of motivation and MI practices. However, this was not tested, indicating that the restrictions this model has endured in recent years may have contributed to these results and, as a result, lower levels of motivation and a lower perception of MI practices among employees in organizations. In addition, as previously mentioned, a decrease in the size and flexibility of ongoing care units, as well as a decrease in the number of professionals who work there, can lead to lower expectations and, as a result, a perception of the working conditions that is more realistic.

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Conflict of Interest

No potential conflict of interest was reported by the authors.

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