

GENERACIÓN Z, GENERACIÓN Y, GENERACIÓN X Y BABY BOOMERS. ANTECEDENTES DE SU SATISFACCIÓN LABORAL COMO ESTRATEGIA DE MARKETING INTERNO

MARÍA VALLESPÍN ARÁN

mvallespin@uma.es

ELENA CRUZ RUIZ

ecruz@uma.es

JESÚS MOLINA GÓMEZ

jmolinag@uma.es

JOSÉ MANUEL NÚÑEZ SÁNCHEZ

josemanuel.nunez@uma.es

UNIVERSIDAD DE MÁLAGA

RESUMEN

Esta investigación nace con el objetivo de proponer estrategias de marketing segmentadas para los clientes internos de la empresa, analizando los antecedentes de la satisfacción laboral. Para ello, profundiza en el estudio del impacto de variables tradicionalmente estudiadas (económicas, relativas al puesto de trabajo y conciliadoras) y examina las diferencias intergeneracionales que puedan producirse. Basándose en la última Encuesta Social Europea ronda 10, se estiman regresiones lineales para cada generación objeto de estudio. Los resultados preliminares ponen de manifiesto que, aunque para todas las generaciones, el factor que ejerce una mayor influencia sobre la satisfacción laboral es el componente social, el impacto de otras variables como la económica o las conciliadoras varían según la generación a la que pertenece el empleado. De este trabajo se derivan importantes implicaciones prácticas para la atracción y retención de talento por parte de las empresas, mejora de la satisfacción interna y, por ende, del cliente externo.

Palabras claves: Marketing interno, satisfacción laboral, conciliación, estrategias de segmentación, diferencias intergeneracionales

Referencias

- Andrade, M. S., H. Westover, J., & A. Kupka, B. (2019). The Role of Work-Life Balance and Worker Scheduling Flexibility in Predicting Global Comparative Job Satisfaction. *International Journal of Human Resource Studies*, 80-115. <https://doi.org/10.5296/ijhrs.v9i2.14375>
- Bal, P. M., & De Lange, A. H. (2015). From flexibility human resource management to employee engagement and perceived job performance across the lifespan: A multisample study. *Journal of Occupational and Organizational Psychology*, 88(1), 126-154.
- Bentley, T. A., Teo, S. T., McLeod, L., Tan, F., Bosua, R., & Gloet, M. (2016). The role of organisational support in teleworker wellbeing: A socio-technical systems approach. *Applied ergonomics*, 52, 207-215.

- Blount, Y., & Gloet, M. (Eds.). (2017). Anywhere working and the new era of telecommuting. IGI Global.
- Bosua, R., Kurnia, S., Gloet, M., & Mendoza, A. (2017). Telework impact on productivity and well-being: An Australian study. In *Social inclusion and usability of ICT-enabled services* (pp. 187-207). Routledge
- Brunelle, E., & Fortin, J. A. (2021). Distance makes the heart grow fonder: An examination of teleworkers' and office workers' job satisfaction through the lens of self-determination theory. *Sage open*, 11(1), 2158244020985516.
- Chan, K.W., Lam, W. (2011). The trade-off of servicing empowerment on employees' service performance: examining the underlying motivation and workload mechanisms. *J. of the Acad. Mark. Sci.* 39, 609–628, doi: <https://doi.org/10.1007/s11747-011-0250-9>
- Chiang, F.F.T., Birtch, T.A. and Kwan, H.K. (2010). The moderating roles of job control and work-life balance practices on employee stress in the hotel and catering industry, *International Journal of Hospitality Management*, Vol. 29 No. 1, pp. 25-32.
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- Deery, M., & Jago, L. (2009). A framework for work-life balance practices: Addressing the needs of the tourism industry. *Tourism and Hospitality Research*, 9(2), 97-108.
- Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*
- Delanoeije, J., Verbruggen, M. and Germeyns, L. (2019). Boundary role transitions: a day-to-day approach to explain the effects of home-based telework on work-to-home conflict and home-towork conflict, *Human Relations*, Vol. 72 No. 12, pp. 1843-1868.
- Di Martino, V., & Wirth, L. (1990). Telework: A new way of working and living. *Int'l Lab. Rev.*, 129, 529.
- Donnelly, R. and Johns, J. (2021). Recontextualising remote working and its HRM in the digital economy: an integrated framework for theory and practice, *International Journal of Human Resource Management*, Vol. 32 No. 1, pp. 84-105.
- Elldér, E. (2019). Who is eligible for telework? Exploring the fast-growing acceptance of and ability to telework in Sweden, 2005–2006 to 2011–2014. *Social Sciences*, 8(7), 200.
- Frone MR. (2003). Work-family balance. In J Quick & L Tetrick (Eds.),*Handbook of occupational health psychology*(pp. 143–162). Washington, DC: American Psychological Association.
- Frye, W. D., Kang, S., Huh, C., & Lee, M. J. (2020). What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach. *International Journal of Hospitality Management*, 85, 102352. doi: 10.1016/j.ijhm.2019.102352
- Gerdenitsch, C., Kubicek, B., & Korunka, C. (2015). Control in flexible working arrangements. *Journal of Personnel Psychology*.
- Giovanis, E. (2018). The relationship between flexible employment arrangements and workplace performance in Great Britain. *International Journal of Manpower*.
- Golden, T. (2012). Altering the effects of work and family conflict on exhaustion: telework during traditional and nontraditional work hours, *Journal of Business and Psychology*, Vol. 27 No. 3, pp. 255-269.
- González A. , García J. y Pérez A (2019). Generación Z: Las claves de la construcción de una identidad. *Investigación y Marketing*, 142, 18-25

- Govea Andrade, K. & Zuñiga Briones, D. (2020). El clima organizacional como factor en la satisfacción laboral de una empresa de servicios. *Revista de Investigación Académica*, 20, 45-56.
- Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature.
- Hsieh, Y.C.J. and Lin, Y.H. (2010). Bed and breakfast operators' work and personal life balance: a cross-cultural comparison, *International Journal of Hospitality Management*, Vol. 29 No. 4, pp. 576-581.
- Josiam, B. M., Reynolds, J. S., Thozhur, S., Crutsinger, C., Baum, T., & Devine, F. G. (2008). Attitudes to work of Generation Y students in hospitality management: A comparative analysis of students in the United States and the United Kingdom. *Journal of Hospitality & Tourism Education*, 20(4), 295-314. <https://doi.org/10.1080/15378020802317016>
- Kim, Y., & Back, K. (2011). Antecedents and consequences of flight attendants' job satisfaction. *Journal of Air Transport Management*, 17(5), 2565-2584.
- Lee, D. J., & Joseph Sirgy, M. (2019). Work-life balance in the digital workplace: The impact of schedule flexibility and telecommuting on work-life balance and overall life satisfaction. In *Thriving in digital workspaces: Emerging issues for research and practice* (pp. 355-384). Cham: Springer International Publishing.
- Liu, R. (2018) The Impact of Job Embeddedness on Employee's Performance—The Regulation Study of Relational Embeddedness. *Journal of Human Resource and Sustainability Studies*, 6, 8-23. doi: [10.4236/jhrss.2018.61023](https://doi.org/10.4236/jhrss.2018.61023).
- Lub, X., Bijvank, M.N., Bal, P.M., Blomme, R. and Schalk, R. (2012). Different or alike? Exploring the psychological contract and commitment of different generations of hospitality workers, *International Journal of Contemporary Hospitality Management*, Vol. 24 No. 4, pp. 553-573.
- Madsen, S. R. (2003). The effects of home-based teleworking on work-family conflict. *Human resource development quarterly*, 14(1), 35-58.
- McNall, L. A., Masuda, A. D., & Nicklin, J. M. (2009). Flexible work arrangements, job satisfaction, and turnover intentions: The mediating role of work-to-family enrichment. *The Journal of Psychology Interdisciplinary Psychology*, 144(1), 61–81. doi:10.1080/00223980903356073
- Meier, L. L., Semmer, N. K., Elfering, A., & Jacobshagen, N. (2008). The double meaning of control: Three-way interactions between internal resources, job control, and stressors at work. *Journal of Occupational Health Psychology*, 13(3), 244–258. <https://doi.org/10.1037/1076-8998.13.3.244>.
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102-1121.
- Nel, P.S., Dyk, P.Sv., Haasbroek, G.D., Schultz, H.B., Sono, T.J., Werner, A., 2005. Human Resources Management, 6 edition ed. Oxford University Press, Oxford; New York.
- Palumbo, R., Flaminii, G., Gnan, L., Pellegrini, M. M., Petrolo, D., & Fakhar Manesh, M. (2022). Disentangling the implications of teleworking on work-life balance: A serial mediation analysis through motivation and satisfaction. *Journal of Organizational Effectiveness: People and Performance*, 9(1), 68-88.
- Perrons, D. (2003). The new economy and the work–life balance: Conceptual explorations and a case study of new media. *Gender, Work & Organization*, 10(1), 65-93

- Perry-Jenkins, M., & Wadsworth, S. M. (2017). Work and family research and theory: Review and analysis from an ecological perspective. *Journal of Family Theory & Review*, 9(2), 219-237.
- Powell, G.N., Greenhaus, J.H., Allen, T.D. and Johnson, R.E. (2019). Introduction to special topic forum: advancing and expanding work-life theory from multiple perspectives, *Academy of Management Review*, Vol. 44 No. 1, pp. 54-71, doi: 10.5465/amr.2018.0310
- Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of work-life balance on organizational citizenship behaviour: Role of organizational commitment. *Global Business Review*, 17(3_suppl), 15S-29S.
- Putnam, L. L., Myers, K. K., & Gailliard, B. M. (2014). Examining the tensions in workplace flexibility and exploring options for new directions. *Human relations*, 67(4), 413-440.
- Qiu, H., Haobin Ye, B., Hung, K. and York, Q.Y. (2015). Exploring antecedents of employee turnover intention: evidence of China's hotel industry, *Journal of China Tourism Research*, Vol. 11 No. 1, pp. 53-66.
- Qiu, J., Boukis, A., & Storey, C. (2021). Internal marketing: A systematic review. *Journal of Marketing Theory and Practice*, 30(1), 53-67. <https://doi.org/10.1080/10696679.2021.1886588>
- Roger, F. (2013). Principals' self-efficacy: Relations with job autonomy, job satisfaction, and contextual constraints. *European Journal of Psychology of Education*, 28, 73-86.
- Ruizalba, J. L., Bermúdez-González, G., Rodríguez-Molina, M. A., & Blanca, M. J. (2014). Internal market orientation: An empirical research in hotel sector. *International Journal of Hospitality Management*, 38, 11-19.
- Salessi, S. (2014). Satisfacción laboral: acerca de su conceptualización, medición y estado actual del arte. *Revista de Psicología*, 10(19).
- Sanzo, M. J., Santos, F. J., Álvarez, L. I., & Vázquez, R. (2007). El marketing interno como fuente de ventaja competitiva para las PYME: repercusiones sobre diversos tipos de resultado. *Investigaciones Europeas de Dirección y Economía de la Empresa*, 13(2), 61-81.
- Shao, Q. (2022). Does less working time improve life satisfaction? Evidence from European Social Survey. *Health Economics Review*, 12(50)
- Shtembari, E., Kufo, A., & Haxhinasto, D. (2022). Employee Compensation and Benefits Pre and Post COVID-19. *Administrative Sciences*, 12(3), 106.
- Sullivan, C., & Lewis, S. (2001). Home-based telework, gender, and the synchronization of work and family: perspectives of teleworkers and their co-residents. *Gender, Work & Organization*, 8(2), 123-145.
- Thilagavathy S. and Geetha S.N. (2021). Work-life balance-a systematic review. *Vilakshan-XIMB Journal of Management*.
- Vanderpool, C., & Way, S. A. (2013). Investigating work-family balance, job anxiety, and turnover intentions as predictors of health care and senior services customer-contact employee voluntary turnover. *Cornell Hospitality Quarterly*, 54(2), 149-160.
- Wheatley, D. (2017). Employee satisfaction and use of flexible working arrangements. *Work, employment and society*, 31(4), 567-585.
- Zhao, X. R. (2016). Work-family studies in the tourism and hospitality contexts. *International Journal of Contemporary Hospitality Management*.