


**ENDOMARKETING MANAGEMENT AND STAFF ENGAGEMENT OF A MUNICIPALITY
IN PERU**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 01 May 2023</p> <p>Accepted 27 July 2023</p>	<p>Purpose: To determine the relationship between endomarketing management and staff engagement in a municipality in Lima-Peru.</p> <p>Theoretical framework: Kotler and Amstrong (2014) argued that endomarketing consists of the application of theories, techniques, rules of strategic marketing and human resource management at all levels of the organization, seeking to continuously improve the service offered to employees or internal customers. In this sense, employees are seen as corporate partners who need to feel satisfied, so that they work motivated and committed to provide high quality products and services that meet the expectations of the consumer public. Also, Rosen (2020) stated that engagement occurs when employees feel part of the company, i.e., they have an internal incentive, a broad motivation and a sense of commitment quite genuine, it has an exponential growth, as they themselves intervene by contributing novel ideas and care to identify problematic situations.</p> <p>Design/methodology/approach: As stated by Agudelo et al. (2008) the variables were not manipulated, so the design was non-experimental. Likewise, Bernal (2016) argued that, when performing calculations for a research it is of quantitative approach, and if it intends to relate two or more variables it is a correlational work, Likewise, Morgan et al. (2019) argued that as it has been started from hypotheses that can be corroborated or refuted to confront events, the method was hypothetical deductive. And taking into account what was proposed by Salkind, & Bruce (2021), the cut is transversal because the collection of information has been carried out in a limited time frame.</p> <p>Findings: It is evident that 58.82% consider endomarketing to be good, not so far from the average level of 41.18% who observed it to be fair and there were no expressions of finding it bad; in the case of engagement, a considerable 70.59% find it good, which is quite far from the opinion of 27.06% who consider it to be acceptable and only 2.35% perceive engagement to be bad.</p> <p>Research, Practical & Social implications: On the other hand, in the practical argumentation, stated Salkind, & Bruce (2021), reference is made to the fact that with the results obtained corrective measures can be taken to optimize the services of the municipality, which finally leads to a social argumentation, as the users of local government services benefit. Finally, according to Hernández et al. (2014), the social justification is due to the fact that, if the appropriate corrective measures are applied, the users of local government services will benefit.</p> <p>Originality/value: The present work is methodologically postulated because the questionnaires have been adapted for the public sector and the concepts were</p>
<p>Keywords:</p> <p>Endomarketing; Engagement; Communication; Municipality; Public Services.</p> <div data-bbox="172 1021 480 1267" style="text-align: center;">  </div>	

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discussed with an expertise and depth that may be useful in the future for those interested in delving into the conceptions of the variables.

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GESTÃO DE ENDOMARKETING E ENGAJAMENTO DA EQUIPE EM UM MUNICÍPIO DO PERU

RESUMO

Objetivo: Determinar a relação entre a gestão de endomarketing e o envolvimento da equipe em um município de Lima-Peru.

Estrutura teórica: Kotler e Armstrong (2014) argumentaram que o endomarketing consiste na aplicação de teorias, técnicas, regras de marketing estratégico e gestão de recursos humanos em todos os níveis da organização, buscando melhorar continuamente o serviço oferecido aos funcionários ou clientes internos. Nesse sentido, os funcionários são vistos como parceiros corporativos que precisam se sentir satisfeitos, para que trabalhem motivados e comprometidos em fornecer produtos e serviços de alta qualidade que atendam às expectativas do público consumidor. Além disso, Rosen (2020) afirmou que o engajamento ocorre quando os funcionários se sentem parte da empresa, ou seja, têm um incentivo interno, uma ampla motivação e um senso de comprometimento bastante genuíno, que tem um crescimento exponencial, pois eles próprios intervêm contribuindo com ideias novas e se preocupam em identificar situações problemáticas.

Projeto/metodologia/abordagem: Conforme declarado por Agudelo et al. (2008), as variáveis não foram manipuladas, portanto, o projeto foi não experimental. Da mesma forma, Bernal (2016) argumentou que, ao realizar cálculos para uma pesquisa, ela é de abordagem quantitativa, e se pretende relacionar duas ou mais variáveis, é um trabalho correlacional. Da mesma forma, Morgan et al. (2019) argumentaram que, como se partiu de hipóteses que podem ser corroboradas ou refutadas para confrontar eventos, o método foi hipotético dedutivo. E levando em conta o que foi proposto por Salkind, & Bruce (2021), o corte é transversal porque a coleta de informações foi realizada em um período de tempo limitado.

Conclusões: Fica evidente que 58,82% consideram o endomarketing bom, não tão distante do nível médio de 41,18% que o observaram como regular e não houve manifestações de achá-lo ruim; no caso do engajamento, consideráveis 70,59% o consideram bom, o que está bem distante da opinião de 27,06% que o consideram aceitável e apenas 2,35% percebem o engajamento como ruim.

Pesquisa, implicações práticas e sociais: Por outro lado, na argumentação prática, afirmam Salkind e Bruce (2021), faz-se referência ao fato de que, com os resultados obtidos, medidas corretivas podem ser tomadas para otimizar os serviços do município, o que finalmente leva a uma argumentação social, pois os usuários dos serviços do governo local são beneficiados. Por fim, de acordo com Hernández et al. (2014), a justificativa social se deve ao fato de que, se as medidas corretivas adequadas forem aplicadas, os usuários dos serviços do governo local serão beneficiados.

Originalidade/valor: O presente trabalho é postulado metodologicamente porque os questionários foram adaptados para o setor público e os conceitos foram discutidos com uma expertise e profundidade que podem ser úteis no futuro para os interessados em se aprofundar nas concepções das variáveis.

Palavras-chave: Endomarketing, Engajamento, Comunicação, Município, Serviços Públicos.

GESTIÓN DEL ENDOMARKETING Y EL ENGAGEMENT DEL PERSONAL DE UNA MUNICIPALIDAD EN PERÚ

RESUMEN

Objetivo: Determinar la relación entre el Endomarketing y el Engagement en un municipio de Lima-Perú.

Estructura teórica: Kotler y Armstrong (2014) plantearon que el marketing interno consiste en aplicar teorías, técnicas, reglas del marketing estratégico y de la gestión de recursos humanos en todos los niveles de la organización, buscando mejorar continuamente el servicio que se ofrece a los empleados o clientes internos. En este sentido, los empleados son vistos como socios corporativos que necesitan sentirse satisfechos, por lo que trabajan motivados y comprometidos en brindar productos y servicios de alta calidad que satisfagan las expectativas del público consumidor. Además, Rosen (2020) planteó que el engagement se da cuando los empleados se sienten parte de la empresa, es decir, tienen un incentivo interno, una motivación amplia y un sentido de compromiso muy genuino, que tiene un crecimiento exponencial, ya que ellos mismos intervienen aportando nuevas ideas y se preocupan por identificar situaciones problemáticas.

Diseño/metodología/aproximación: Tal y como afirman Agudelo et al. (2008), las variables no fueron manipuladas, por lo tanto, el proyecto fue no experimental. Asimismo, Bernal (2016) argumentó que, al realizar cálculos para una investigación, se trata de un enfoque cuantitativo, y si se pretende relacionar dos o más variables,

se trata de un trabajo correlacional. Asimismo, Morgan et al. (2019) argumentaron que, al estar basado en hipótesis que pueden ser corroboradas o refutadas para confrontar los hechos, el método era hipotético deductivo. Y teniendo en cuenta lo propuesto por Salkind, & Bruce (2021), el corte es transversal porque la recolección de información se realizó en un tiempo limitado.

Conclusiones: Se evidencia que el 58,82% considera que el marketing interno es bueno, no muy lejos del nivel promedio del 41,18% que lo observó regular y no hubo manifestaciones de encontrarlo malo; en el caso del engagement, un considerable 70,59% lo considera bueno, lo que dista mucho de la opinión de un 27,06% que lo considera aceptable y solo un 2,35% percibe el engagement como malo.

Implicaciones investigativas, prácticas y sociales: Por otro lado, en la argumentación práctica, dicen Salkind y Bruce (2021), se hace referencia a que, con los resultados obtenidos, se pueden tomar medidas correctivas para optimizar los servicios del municipio, lo que finalmente conduce a un argumento social, ya que los usuarios de los servicios del gobierno local se benefician. Finalmente, según Hernández et al. (2014), la justificación social se debe a que, si se aplican las medidas correctivas adecuadas, los usuarios de los servicios del gobierno local se verán beneficiados.

Originalidad/valor: El presente trabajo se postula metodológicamente porque los cuestionarios fueron adaptados para el sector público y los conceptos fueron discutidos con una pericia y profundidad que puede ser útil en el futuro para aquellos interesados en profundizar en las concepciones de las variables.

Palabras clave: Endomarketing, Compromiso, Comunicación, Municipio, Servicios Públicos.

INTRODUCTION

The world is not the same after the pandemic, the situation of all economic sectors has changed the way of working, and as Walsh (2021) stated, there is now a normality in teleworking in various areas; in this sense, technology has become a very important indispensable component in the daily work of organizations. All of them, starting with the private sector, are facing a great competition to obtain the acceptance of customers and above all their loyalty. With respect to state institutions, citizens globally have increased their demands and today, according to Ortiz (2020), they have their own complaint channels such as social networks, which disseminate an inadequate service in real time, generating in many cases a negative reaction from users who share complaints and claims. On this point, Rosen (2020) considered that internal work with collaborators (endomarketing) is a determining variable for the success of a management towards the user.

Internationally with respect to the subject, it is also considered what was raised by Al-Hawary and El-Fattah (2018) who came to analyze how managers motivating their workers in Jordan managed to increase staff engagement and thus improve the work environment. And in Latin America, Cali et al. (2018) agreed with the Arabs that the top management of the organization has the obligation to efficiently propose strategies to optimize the engagement of employees, so that finally an appropriate service is produced. For Kotler and Armstrong (2014) the purpose of endomarketing is to ensure that workers should not feel that they are mere manual objects that serve the purposes of the company, but that they are an important part of it, that they are an important component for the strength and aggrandizement of the institution.

Likewise, Salas (2021) related labor demotivation with endomarketing, proposing that the leaders of the organization should develop motivational activities to generate engagement, which will be reflected in a good product or service, since managers need to create an internal product that involves employees in the philosophy of the organization and the relationships with its customers.

At the national level, meritocracy in the State has been going backwards in recent times, which is too worrying for Peruvians. The professional, ethical and personal capacities of the officials that are being appointed in the public administration are not being evaluated; they are simply appointed for the convenience of the government in power, making it difficult to apply endomarketing. Without taking into account that these elements will make transcendental decisions in the future of the institutions and services to the citizens. According to Cadenas (2022), the aforementioned individuals have even been denounced for having defrauded the State, which generates a stagnation in engagement. In this regard, Alles (2016) proposed that it is necessary to promote efficiency in the personnel to be hired by an organization, evaluating their aforementioned capabilities, more if such employees are going to make decisions that have an impact on the workers who offer public services, the author also stated that such workers must be committed to the institution, demonstrating an identity to be able to perform efficiently in the position they are appointed.

At the local government level, the work environment is unmotivating at times, the user's perception is variable with respect to the commitment to serve them, and there is little identity and willingness to serve in some of the employees, who perform their work showing disinterest or lack of motivation. The personnel evaluations have been gradually deactivated and have been infected by the lack of meritocracy that comes from the national government. The appointed workers do not make an effort to develop a work that transcends, they simply comply with certain job functions and there are situations in which they do not respect what has been established. It is perceived that a group of workers perform their work to fulfill their job, without demonstrating a rapport with the municipality.

According to what was explained above, the problem is expressed through the question: What is the relationship between endomarketing management and staff engagement in a municipality in Lima-Peru? And the questions presented are: What is the relationship between endomarketing management and the affective, normative and continuous commitment of the personnel of a municipality in Lima-Peru?

The general objective is to determine the relationship between endomarketing management and the engagement of the personnel of a municipality in Lima-Peru, from which the alternate objectives arise: To establish the relationship between endomarketing management and the affective, normative and continuous commitment of the personnel of a municipality in Lima-Peru.

The general hypothesis is that there is a significant relationship between endomarketing management and staff engagement in a municipality in Lima-Peru. And as alternate hypotheses: There is a significant relationship between endomarketing management and the affective, normative and continuous commitment of the personnel of a municipality in Lima-Peru.

LITERATURE REVIEW

When reviewing the national environment it was obtained that: in the study of Villasante (2022) found a correlation between Engagement and Endomarketing ($r=0.564$; $p=0.000<0.05$) concluded that, engagement is in an average of 30 to 35% at all levels, regardless of endomarketing. At the same time, Santiv  n  ez (2021) found a correlation of $r=0.785$ that implied high quality with a good application of endomarketing and concluded that the concern of the people responsible for managing the organization should be permanent in order to achieve a permanent and loyal commitment of those who work in it. Similarly, the work of Hito (2020) confirmed the correlation between the study variables ($r=0.757$, $p=0.000<0.05$), concluding that endomarketing is related to strong employee engagement. The work of Eber et al. (2020) also showed a correlation between the study variables ($r=0.870$; $p=0.000<0.05$); he concluded that endomarketing must be permanently applied throughout the organization, in its different divisions, to generate a genuine and constant commitment that is manifested in an improvement of service.

Similarly, Agurto et al. (2020) confirmed the correlation between endomarketing and engagement ($r=0.814$; $p=0.000<0.05$) and concluded that an appropriate engagement strategy improves employee satisfaction. In the same way, Belleza (2020) found an $r=0.700$ and defined that endomarketing benefited every institution by originating positive variations in the behavior of employees. Likewise, Paz et al. (2020) obtained an $r=0.870$ between the variables. Similarly, Mosquera (2020) concluded his study with a value of $r=0.553$, thus demonstrating the importance of endomarketing in producing the desired commitment. Likewise, Leveau (2019) obtained $r=0.556$, aimed to show the importance of the use of a loyalty and employee engagement program. Also, Paz (2018) obtained an $r=0.870$, showed the existence of

correlation between endomarketing that generated the ideal environment to carry out the work and motivated the bonding of workers towards the institution.

In the international context, Thabit and Younus (2020) worked with 300 subjects obtaining $r= 0.877$ between endomarketing and engagement, corroborating that the former generated increases in productivity if it was performed appropriately and efficiently. Likewise, Lizote et al. (2019) obtained an $r= 0.715$, between the variables cited, highlighting the compact relationship with commitment to the company and service quality. Likewise, Baez et al. (2019) with a $KMO=0.905$ and concluded with the importance of the existence of the corporate culture in 75.20%, to avoid the limitations of workers to have with the company an adequate and strong engagement. In that order of ideas, Yáñez (2019) in his work found an $r= 0.518$, which comes to be a considerable value, however, almost 90% approve the work of endomarketing managers, which engages the staff, not to mention the approval of more than 50% with the established rewards. Similarly, Ismail and Sherif (2017) in Yemen, evidenced an $r= 0.928$, which proved the existence of an almost perfect link between the variables, while establishing a working model to achieve measuring engagement. On the other hand, Ogunnaike et al. (2017) who obtained an $r = 0.763$ between the study variables. They concluded in a similar way to previous studies on the strong relationship between the two factors. At the same time, Hernández et al. (2018) argued that engagement was a component that continually changes, being dependent on each individual event of the worker, the particularities of the work, and the work environment, without abandoning the role of each employee. Finally, Hanaysha (2016) defined the work environment as an indispensable factor to foster the desired engagement in order to establish a good quality service; they obtained the results $r= 0.475$; 0.415 and 0.552 concluding the positive correlation.

The authors González and Hernández (2012) showed the primary prototypes of endomarketing proposals: first, Berry's (1981) model was presented, which relates the high quality of services with the empowerment of internal customer capabilities. Berry is one of the major references and considered one of the pioneers of endomarketing, which is still in force in many successful companies. According to this model, to keep the employee satisfied, it is essential to carry out some minimum conditions that consider the work tasks that are intangible, as if they were a commodity to be placed on the market and need high quality, and thus get the worker to give his best effort for excellence in doing his job.

The model of Grönross (1990) whose purpose was to obtain over the competition a preeminence when competing, but, when analyzing the models described, they lack the creative

and innovative motivation techniques and work with the already known ones. The author marked another milestone when he described the objective of Endomarketing: "Motivate and educate employees about the importance of the external customer", arguing that the satisfaction of the external customer is done through the employees and demands more attention and awareness about them among the managers of the organization. Due to this arises the proposal of Rafiq and Ahmed (2000) who amalgamated the best of those presented, adding empowerment as an important instrument of motivation. Treating jobs as products refers to going beyond the functions to be fulfilled and considering factors other than economic remuneration. This means considering also the level of involvement of workers in decision making, career programs, training needs, levels of responsibility and work environment.

The theoretical bases of the work are based on the research of Rafiq & Amed, Grönross, Cardona et al. and Kotler for Endomarketing. In the case of Engagement, Robbins & Judge, Kruse, Lencioni, and the classic book by Meyer and Allen. To enter the subject, Rosen (2020) pointed out that service marketing is an instrument of great importance to achieve the desired quality, but to obtain it, it is not enough to focus only on the expectations of users, but also on the workers who perform the service. And it is here where endomarketing is recognized, named by Grönross (2014) as a motivational tactic whose purpose is to train, stimulate and encourage the staff about the importance of the customer for the organization, thus preparing them to provide excellent service and disposition. On the subject, Santiváñez (2021) stated that, for marketing, when referring to products, services are also included, however, it is essential to be clear about the differences between intangible services and tangible goods such as, for example, expiration, durability and intangibility.

Kotler and Amstrong (2014) argued that endomarketing consists of the application of theories, techniques, rules of strategic marketing and human resources management at all levels of the organization, seeking to continuously improve the service offered to workers or internal customers. In this sense, employees are seen as corporate partners who need to feel satisfied so that they work motivated and committed to provide high quality products and services that meet the expectations of the consumer public.

The importance of Endomarketing lies in ensuring that employees can achieve satisfied customers, according to Moreno (2017) who stated that endomarketing is the accumulation of corporate marketing actions aimed at employees or internal customers, regardless of the position they hold; from the simplest to the most executive tasks, not forgetting suppliers. Like Da Veiga et al. (2016) who specified that it is a strategy that has two purposes, to produce

commitments and integrate the values of the company to the employees, that is, valuing the staff as a customer and motivating them efficiently in such a way that they internalize it naturally and intensely in such a way that they manage to transmit such positive incentive to external customers.

In this regard Grönross (2014) defined endomarketing as an important tool applied to motivate and train workers on the importance of the customer for the company. For this reason, the author recommends giving due importance to this issue, because the ability of employees to achieve satisfied customers will depend on it. On the subject, Lamb et al. (2018) mentioned that endomarketing resembled a modified and progressive model of marketing used mostly for internal customers, but, currently it proceeds with management activities to workers to make them get the idea without making them uncomfortable that they are valuable to the organization and therefore they are supported and offered certain additional benefits.

Endomarketing for Ruck (2015) comprises internal communication, considerations and work environment. The first is a set of procedures implemented to convey to employees what is expected of their performance, that is, to make them understand that the purpose is to contribute in that everyone should be clear about the concepts of behavior in the company and consciously understand their work, which is very important for the growth of the company and to implement new policies for improvement, thus motivating their collaboration and contributing to the development of changes.

The considerations, according to Minchán (2017) who spoke about the different guidelines proposed by organizations regarding incentives and most importantly: sentimental remuneration, which is combined with the emotion of the worker, generates a strong and amazing effective reaction in them, then, both in individual contexts as people and even within the company as members of it, employees appreciate and value positively the actions of the company's motivating wills, out of concern for their well-being, and they respond with identification and commitment of giving the best of their abilities for the growth of the organization that shelters them.

In the same order of ideas, Fridrik et al. (2017) recognized the significance of an optimal work environment. Mastroianni (2017) referred to initiative, creativity, proactivity, independence, ability to lead, reward and encouragement, as fundamental factors for employee commitment. On the other hand, Calvo (2021) mentioned the existence of 4 aspects that allow an organization to improve and develop an excellent work environment in the recent pandemic: to fully carry out remotely the functions and roles that can be executed without the need for a

transfer, thus showing care for its collaborators, at the same time, it does not stop preparing them, it is also important to carry out communication transparently in order to grant creative freedom and expression of employees.

When addressing Engagement, Rosen (2020) stated that it occurs when employees feel part of the organization, that is, they have an internal incentive, a broad motivation and a quite genuine sense of commitment, it has growth exponential, since they intervene by contributing novel ideas and are concerned with identifying problematic problems. In this sense, Lencioni (2017) highlighted three fundamental aspects so that there is no engagement, the fact that a worker feels that he is not part of the team, or that he does not connect with his colleagues; therefore, they must be given the confidence to motivate them appropriately. Both authors agree that engagement is the organizational commitment of the worker. In the same way, Hogg and Terry (2014) stated that the engagement managed to convert the workers into diffusers of the benefits of the institution.

It must also be clarified that engagement is not a work environment, Kruse (2018) argued that the latter refers to having a work space in which the appropriate equipment is available to perform suitably, collaborating, respecting, acting in a transparent manner. with good communication and even hygienically. Unlike the engagement that involves amalgamating a high emotional and thinking commitment of the worker, which will be reflected in a greater motivated personal effort to achieve the goals of your organization. Likewise, for Chiang et al. (2017) the climate, is the particular reviews of the social or contextual environment of the worker, who has a joint perception with his colleagues of the business processes and that allows them to develop efficiently in an appropriate environment and the engagement is related to the bond, interrelation, transcendence, commitment, and everything that involves passion, enthusiasm, effort and energy. As Encinales and Riaño (2021) stated, today engagement has the human being as the core of the organization, with which a solid commitment and identity will be obtained, strengthening the self-concept, making it more communicative and they identified that engagement well managed was related to an improvement in the worker's physical and mental state, which provided genuine high motivation, to strive to be more efficient, more optimistic towards the future and with greater self-esteem regarding the company.

Similarly, Goodboy et al. (2020) asserted that it was a strong affective bond that starts from internal customers (workers) and loyalty, added to the fact that the capital represented by workers becomes a vital support to study the bond. Mentioning 3 factors: the affective (desire),

continuity (need) and normative (duty). On the other hand, Carreón (2015) stated that engagement is involved in the procedure of institutional psychology. Linking the commitment to leadership and work performance to interact to encourage an excellent climate in a company, promptly improving the development of employees. Indeed, Araque et al. (2017) call it the attitude or performance of the employee when he is involved with the institution, assimilating the mission and objectives as his own. According to Meyer (2016) it is when the employee and the organization blend in and differ in the same feeling and begin to worry about achieving the goals, reaching a true commitment, actively taking responsibility for correcting what is deficient in the path to excellence and showing new ideas.

The Compromise for Wai et al. (2014) is some kind of intense connection between employees and institutions, which motivates them to develop optimally and helps them increase their performance, their attitudes and generates a lasting long-term relationship. Likewise, Robbins & Judge (2019) mention that engagement arises when the employee has managed to identify with the organization in relation to its objectives and wishes to continue working in the same place. Thus generating the important commitment that will have a positive impact on efficiency, actively collaborating with the institution. It also has to, Qing et al. (2020) specified engagement as a kind of implicit duty, being appropriated by the active worker, in order to achieve a certain closeness with the institution and/ or obtain greater identification from both parties.

The normative commitment, according to Rodríguez (2014) is the obligation of the employee to continue in said work, this due to the relationship of permanence and while that feeling of commitment increases, their aptitude when carrying out their work will be higher, without taking into account that many times it can include some opportunity cost. Likewise, Jarol (2017) argued that if the institution took over or provided a certain service or benefit such as student or housing payments, the worker will develop a moral duty towards the company and will generate feelings of gratitude towards it. In the same way, Dipboye (2018) mentions that the regulatory commitment follows a certain order in which employees must work correctly, according to the established rules and provisions, constantly taking care that the previously defined objectives are met.

To the affective commitment, Dincer and Yuksel (2020), definitely as a genuine and true feeling that comes from within the employees towards what the organization considers as theirs. This means that true feelings of loyalty originate when you begin to consider the institution and co-workers as if it were your family; finally resulting in obtaining the balance

and understanding that the organization expects of them, all this without forgetting the compensations that are generated by the real feeling. On the other hand, Al- Jabari and Ghazzawi (2019) had to add the concept of the importance of being part, which was born from the constant contribution by the worker, the greater their participation, the longer their permanence in the organization. Finally, Jex (2020) mentioned that organizations have varied tactics to be able to generate this kind of commitment, either from the offer of the career plan whose purpose is to motivate and engage, offering workers opportunities for professional growth, paid training and others benefits.

MATERIAL AND METHODOLOGY

Type of Research

Hernandez et al. (2014) They argued that it is essential to deepen the theories, as well as pre-existing scientific knowledge, to broaden the theoretical and epistemological aspects of the variables and dimensions.

Design of Research

Agudelo et al. (2008) the variables have not been manipulated or adulterated, so the design was non-experimental. Likewise, Bernal (2016) maintained that, when making calculations for an investigation, it is of a quantitative approach, and if it intends to relate two or more variables, it is a correlational work, likewise, Morgan et al. (2019) argued that since hypotheses that can corroborate or refute have been used to confront events, the method was hypothetical-deductive. And taking into account what was proposed by Salkind, & Bruce (2021), the cut is cross-sectional because the collection of information has been carried out in a limited time period.

Variables and Operationalization

Conceptual definition: Endomarketing

Cardona et al. (2017) argued that it is a motivating procedure whose purpose is to apply and share the same ideals among the staff, involving everyone in the actions of the corporation, thus showing a solid and permanent responsibility of the employee. Also, Grönross (2014) defined it as a motivational tactic whose purpose is to train, stimulate and encourage staff, about the importance of the client for the organization, for this reason they are prepared to provide excellent service and disposition.

Operational definition: endomarketing

As it was desired to evaluate the variable, which had been quantified in three dimensions, the instrument was adapted based on the principles of Cardona et al. (2017) and has 15 articles. Data were collected and the measurement scale was ordinal (Likert)

Conceptual definition: commitment

The authors Robbins & Judge (2019) mention that engagement arises when the worker has managed to identify with the company, its objectives and wishes to continue working in the same place. Generating the important commitment that will have a positive impact on efficiency, actively collaborating with the institution. One also has that Qing et al. (2020) specified that it was a kind of implicit duty, being appropriated by the active worker, in order to achieve a certain closeness with the institution and/ or obtain greater identification from both parties.

Operational definition: commitment

It was desired to know as soon as the workers felt identified and committed and therefore the variable was measured using the dimensions of affective, normative and continuous commitment. We worked on the basis of the questionnaire addressed to the municipal staff, with 21 items prepared by Meyer and Allen (1991) adapted to the public sector.

Population, Sample and Survey

Population

In line with Salkind & Bruce (2021), the universality of components that present homologous properties and singularities is included and are used to obtain pertinent information and later deductions will be made. In this case, there are 110 workers from the communications area of the municipality under study.

Sample

According to Salkind & Bruce (2021), reference is made to said proportion of the population that is intended to be used for research. We have worked with 85 workers, who participate voluntarily.

$$n = \frac{Z^2 \times \sigma^2 \times N}{e^2 (N-1) + Z^2 \times \sigma^2}$$

$$n = \frac{1.96^2 \times 0.5^2 \times 110}{0.05^2 (110-1) + 1.96^2 \times 0.5^2} \quad n=85$$

Sampling

As proposed by Morgan et al. (2019) pointed out that the procedure demonstrated is the selection procedure of the participants that will constitute the study sample. In this sense, the simple random sampling technique was used, as it is the most appropriate for the purpose of the investigation. In this regard, the unit of analysis will resemble those who work in the local government institution.

Data Collection Techniques and Instruments

According to Morgan et al. (2019) the technique for the inquiry into the performance of municipal workers is by surveying them through the questionnaire mechanism. Once people responded they were hurt the information taking the Likert scale and the scales to be able to treat the data appropriately. Likewise, Bernal (2016) said that the instrument is the object through which the respondents will provide their answers by virtue of the questions raised. In this case, the mechanisms used were two questionnaires adapted for the investigation duly validated by expert judgment and through a Likert scale.

Instrument validity

For Salkind & Bruce (2021) it is the quality of a mechanism to accurately and rigorously measure or calculate what it is intended to find out. For this, three expert teachers have been used, postgraduate with a Master's or Doctorate degree for the respective validation, the same ones who received the appropriate information to be able to issue an adequate judgment.

Instrument confidence

For Morgan et al. (2019) is the consistency dimension, concatenation including coherence of a mechanism to measure a variable producing equal results. In the same way, Bernal (2016) is the capacity of a questionnaire to generate consistent results when applied at different times. A test was carried out with 15 individuals who agreed without any type of

conditioning and obtained $V_1 = 0.851$ and $V_2 = 0.863$. The results obtained were verified with the proposal of the authors Cramer & Howitt (2004) that indicate a guarantee of an optimal instrument.

Table 1. Reliability of instrument by Cronbach's Alpha

Variable	Alpha	N
Endomarketing	0.851	15
Engagement	0.863	21

Source: Prepared by authors (2023)

Procedure

The investigation began with the research on the variables, to later break them down at the time of operationalization, later the problems, objectives and hypotheses were elaborated with a variable operationalization matrix. The matrices were immediately built where each of the variables was operated to know the subdivisions they contain and find the appropriate indicators that were useful for the design of which were the mechanisms assigned to obtain the information. The survey work was carried out with the necessary health protocols, once the answers were obtained, an Excel sheet was prepared to properly order the report of the data obtained.

Data analysis method

Calduch (2014) offers that scientific research revolves around innovative aspects and whose contribution is transcendental for a better understanding of reality and in the same way broaden human wisdom; For this, a series of methodological protocols are complied with that give it rigor and systematicity, highlighting the relevant procedures and interpretations. The information that contains the data has been managed and processed in an orderly manner, for which the work was carried out using Excel software for the descriptive part, and it was the same that was extracted to obtain appropriate figures and tables. The inferential work for the respective verification of what was stated was carried out with the SPSS_V26 software, to obtain the construction coefficient.

Ethical aspects

Regarding the subject, Morgan et al. (2019) argued that work must be done for the benefit of science and without prejudice to society, according to this, since the beginning of the work, decent work has been carried out with great ethics, respecting the authors, the citations

and paraphrasing the concepts. without altering what was commented by the researchers. All have been cited in accordance with APA guidelines, citing and referencing the authors used in the research. As stated by Raymond et al. (2018) ethics implies a way of characterizing the objects of study and is interesting to delve into the field of scientific knowledge.

RESULTS AND DISCUSSION

Table 2. Frequency distribution of the variable and dimensions of Endomarketing

Levels	Endomarketing		Communication internal		Considerations		Atmosphere of work	
	fi	%	fi	%	fi	%	fi	%
Bad	0	0.00	0	0.00	3	3.53	1	1.18
Regular	35	41.18	40	47.06	39	45.88	28	32.94
Well	50	58.82	45	52.94	43	50.59	56	65.88
Total	85	100.00	85	100.00	85	100.00	85	100.00

Source: Prepared by authors (2023)

Regarding the Endomarketing variable, it is observed that the majority is represented by 58.82% and considers endomarketing at a good level, 41.18% expressed perceiving it at a regular level. Regarding the dimension of the work environment, 65.88% find it at a good level, and when compared with internal communication they find 52.94% and 50.59% respectively. And the considerations, for 45.88% are acceptable, and when compared with internal communication and the work environment, they are with 47.06% and 32.94%. The considerations are at a bad level for 3.53%, and when compared with the work environment, it is at the same level with 1.18% in the municipal institution.

Table 3. Frequency distribution of the variable and dimensions of Engagement

Levels	Endomarketing		Affective commitment		Regulatory commitment		Ongoing commitment	
	fi	%	fi	%	fi	%	fi	%
Bad	2	2.35	4	4.71	2	2.35	4	4.71
Regular	23	27.06	22	25.88	26	30.59	23	27.06
Well	60	70.59	59	69.41	57	67.06	58	68.24
Total	85	100.00	85	100.00	85	100.00	85	100.00

Source: Prepared by authors (2023)

In this regard, it is observed that 70.59% consider the commitment at a good level, 27.06% at an acceptable level and 2.35% at a bad level. This result indicates that workers at a relatively high level feel committed to the institution. Regarding the dimensions, the affective commitment is good for 69.41%, as well as the normative and continuous commitment that they have 67.06% and 68.24% respectively, the normative commitment is acceptable according to 30.59%, and continuous commitment with 27.06% and affective commitment with 25.88%,

the bad level has a value of less than 5%. This indicates that there is an important relationship in the municipal institution.

Table 4. Normality test of the study variables

Variable	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistical	gl	Sig.	Statistical	gl	Sig.
Endomarketing	0.136	85	0.001	0,962	85	0.013
Engagement	0.153	85	0.000	0,927	85	0.000

a. Corrección de significación de Lilliefors

Source: Prepared by authors (2023)

Since the sample is 85 respondents over 50, the Kolmogorov-Smirnov test will be taken into account. ^a to determine the normality of the data, from this it can be seen that Endomarketing has a significance level of 0.001 and Engagement has a significance level of 0.000, both with p-value <0.05, so the data They do not follow a normal distribution. Thus, observing the results, the non-parametric test of Spearman's Rho will be taken into account to measure the connections of variables.

Table 5. Correlation between variables and dimensions (Spearman's Rho test)

Variable	Coefficients	Engagement	Affective commitment	Regulatory commitment	Ongoing commitment
Endomarketing	Rho	0.477**	0.411**	0.398**	0.421**
	p	0.000	0.000	0.000	0.000

** . La correlación es significativa en el nivel 0,01 (bilateral).

Source: Prepared by authors (2023)

The analysis yielded a p-value of 0.000, which is lower than the established level (0.05). In response to this, we proceed to dismiss H_0 and admit H_1 , evidencing a significant positive connection between endomarketing and engagement with a ($\rho=0.477$; $p=0.000<0.05$), which indicates that, if endomarketing increases its activity, Engagement. A positive relationship of medium magnitude between endomarketing and affective commitment is verified ($\rho=0.411$; $p=0.000<0.05$). The relationship between endomarketing and regulatory commitment is verified ($\rho=0.398$; $p=0.000<0.05$). The link between endomarketing and continuous commitment was confirmed ($\rho=0.421$; $p=0.000<0.05$).

CONCLUSION

An association was determined between Engagement and Endomarketing will end with 47.1%. The analysis yielded a p-value of $0.000<0.05$, proceeding to reject the H_0 and admit the research hypothesis. And an average positive connection was obtained between the said

variables, ($r=0.477$), implying that if there are variations in the endomarketing proposals, modifications of a similar direction will be caused in Engagement.

A good level of affective commitment was established (47.1%) that coincides with endomarketing. A p-value of $0.000 < 0.05$ was obtained, rejecting the null hypothesis (H_0) and admitting the research hypothesis (H_1). A positive relationship of medium magnitude was verified between endomarketing and the Affective Commitment dimension, with a ($r= 0.411$), meaning that if endomarketing increases its activity, the affective commitment will express variations in the same direction and vice versa.

A good level of regulatory commitment of 44.7% will be concluded, which will coincide with the same level of endomarketing and the relationship between endomarketing and said dimension will be verified. The p-value was $0.000 < 0.05$, then, we proceed to reject the null hypothesis and admit the research hypothesis (H_2). The relationship is direct and medium with $r= 0.398$, that is, if endomarketing increases its activity, there will be a greater regulatory commitment.

A good level was obtained with 45.9% in the continuous commitment that coincides with Endomarketing. As a result, there is a link between endomarketing and continuous commitment. A p-value of $0.000 < 0.05$ was obtained, then H_0 is rejected and the research hypothesis (H_3) is accepted. This relationship is positive, direct and medium with $r= 0.421$, that is, if endomarketing increases its activity, a greater continuous commitment will occur.

RECOMMENDATION

It is recommended that staff generate greater involvement between workers and the municipal organization, since it has medium and low values in affective commitment, suggesting coaching, more interpersonal activities and situations of attention to workers in which they feel that they are listened to. in their proposals and claims. Finally, it is recommended to carry out research on the variables worked for future research, expanding the theoretical framework of the variables studied.

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