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Cultivating Customer Well-Being: Internal Marketing and Employee Engagement In the tobacco Industry

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Master in Marketing

Supervisor:
PhD, Sandra Maria Correia Loureiro, Full Professor, Department of Marketing, Operations and General Management at Iscte Business School

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Acknowledge

This final project represents the end of, not only this chapter, but of my overall academic experience. This year, even though not a year filled with an extensive class schedule, represents everything learned from the past 5 years, in the form of this study.

I would like to start by expressing my deepest and honest gratitude to my supervisor, Prof. Sandra Loureiro, for her guidance, patience and encouragement throughout this year.

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Abstract

The present thesis aimed to examine the relationships among Internal Marketing, Customer Satisfaction, and Well-Being, considering Employee Engagement as a potential mediating variable. To do so, data were from two separate populations: employees and customers of the same organization. While this was not an ideal method due to the absence of paired observations, an indirect approach was adopted, analysing internal relationships and external ones independently.

The results revealed that not only do internal marketing practices emphasizing communication, recognition, and employee participation significantly predict employee engagement, but also that customer satisfaction and well-being are strongly related, suggesting that customers' well-being can emerge even in contexts involving controversial products when relational experiences are positive.

Although the mediation could not be directly tested, the consistency between the findings and previous literature supports the theoretical proposition that employee engagement serves as a mechanism that translates internal marketing practices into improved customer perceptions.

The study contributes to the literature by highlighting the internal–external link between employees and consumers and suggests that organizations aiming for sustainable customer well-being should begin by investing in their internal culture and engagement strategies.

Keywords: Internal Marketing, Employee Engagement, Customer Satisfaction, Customer Well-Being, Mediation, Service Management

JEL Classification:

M31 Marketing

M54 Labor Management

Resumo

A presente tese teve como objetivo examinar as relações entre Marketing Interno, Satisfação do Cliente e Bem-Estar, considerando o Employee Engagement (envolvimento dos colaboradores) como uma potencial variável mediadora. Para tal, os dados foram recolhidos de duas populações separadas: colaboradores e clientes da mesma organização. Embora este não fosse o método ideal devido à ausência de observações emparelhadas, foi adotada uma abordagem indireta, analisando as relações internas e externas de forma independente.

Os resultados revelaram que não só as práticas de marketing interno que enfatizam a comunicação, o reconhecimento e a participação dos colaboradores preveem significativamente o seu envolvimento, como também a satisfação e o bem-estar do cliente estão fortemente relacionadas. Isto sugere que o bem-estar do cliente pode emergir mesmo em contextos que envolvem produtos controversos, quando as experiências relacionais são positivas.

Embora a mediação não tenha podido ser testada diretamente, a consistência entre os resultados e a literatura anterior suporta a proposição teórica de que o envolvimento dos colaboradores serve como um mecanismo que traduz as práticas de marketing interno em perceções melhoradas por parte do cliente.

O estudo contribui para a literatura ao destacar a ligação interna-externa entre colaboradores e consumidores e sugere que as organizações que visam um bem-estar sustentável do cliente devem começar por investir na sua cultura interna e estratégias de envolvimento.

Palavras-chave: Marketing Interno, Employee Engagement, Satisfação do Cliente, Bem-Estar do Cliente, Mediação, Gestão de Serviços

Classificação JEL:

M31 Marketing

M54 Gestão de Trabalho e Relações Laborais

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1-Introduction

In modern service environments, customer satisfaction and well-being are shaped not only by product or service quality, but also by the quality of employee–customer interactions. This is especially true in specific sectors, where sustained personal contact makes frontline staff behaviour and engagement critical to shaping customer outcomes.

To further analyse this topic, this study examines how internal marketing —meaning the strategic alignment of organizational goals with employee motivation, empowering staff as internal customers (Ahmed, Rafiq & Saad, 2003) —influences customer well-being and satisfaction, as well as out-of-role behaviours, with employee engagement serving as a mediator. While its positive effects on employee attitudes are well documented, few studies have mapped how internal marketing leads to specific behaviours that impact the customer experience.

Moreover, building on Kumar and Pansari's (2014) framework, this research proposes that engaged employees are more likely to perform out-of-role and are expected to improve customer perceptions and emotional outcomes, impacting their overall level of satisfaction and well-being. In this vein, the research question is: To what extent does Internal Marketing influence Customer Satisfaction and Well-Being, and does Employee Engagement mediate this relationship?

Although engagement and satisfaction have been widely studied, few models integrate them into a sequential framework linking internal marketing to customer well-being through observable behaviour. This is why the present study addresses these gaps by testing a mediation model using data collected from both sides of the interaction, employees and customers.

Ultimately, the thesis argues that internal marketing is not merely an HR strategy but a mechanism that shapes customer outcomes by influencing the engagement and behaviour of frontline employees.

This thesis is composed of four main blocks: the literature review, developed with the purpose to provide a better understanding of literature findings about concepts such as Customer Satisfaction, Customer Well-Being, Internal Marketing and employee

Engagement as well as how these concepts are related; the methodology, which explains how data was collected and processes as well as provide additional information regarding the sample; the results, a section that sheds light on the processed data and its meaning and, finally, the discussion where the theoretical and practical implications of the study are presented, along with its limitations.

2- Literature Review

2.1 – How to conduct an effective Internal Marketing

"Although there is no consensus on the definition of internal marketing or even an operational definition, its underlying proximal and distal objectives are clear: a satisfied and motivated workforce; satisfied and loyal customers; and enhanced organizational performance" (Qaisar & Muhamad, 2021, p. 899).

According to Berry (1981), Internal Marketing (IM) is the process responsible for altering the overall organizational perspective, enabling employees to view themselves as more than a resource for the company; they are rather internal customers. This shift in perspective is permitted by the usage of marketing-based approaches, which are intended to foster and enhance the levels of satisfaction and commitment felt by the employees to increase customer satisfaction (Rafiq & Ahmed, 2000).

In fact, as claimed by Rafiq and Ahmed (2000), the main purpose of implementing Internal Marketing strategies is to create a customer-oriented culture, achieved through aligning employee-organization motivations, which in turn should support strong corporate branding, a key component for external success (Ahmed & Rafiq, 1995).

However, it is important to note that Internal Marketing is not and should not be mistaken for a Human Resources Management (HRM) tool. As pointed out by Rafiq and Ahmed (1993), studies have shown some of the process's limitations and its need to be complemented with HRM practices. An experiment conducted by Blake and Mouton (1964) illustrated the fact that in order to increase employees' motivation and satisfaction, practices such as an effective recruitment and selection process, basic training, and appropriate staffing levels must be assured.

2.1.1 – The evolution of Internal Marketing and its elements

As previously mentioned, in its beginning phases, Internal Marketing was merely a tool to increase employee satisfaction and motivation and, consequently, job performance by treating employees as internal customers and jobs as internal products (Berry, 1981; Sasser & Arbeit, 1976). However, in the mid-1980s, Grönroos (1985) proposed adding marketing-like tools to manage "the organization's human resources based on a

marketing perspective" (Ahmed, Rafiq & Saad, 2003) to foster customer orientation, which later evolved into using external marketing strategies in order ensure the internal processes of the organization supported external customer satisfaction (Piercy & Morgan, 1991). By 1993, Ahmed and Rafiq noted the importance of interdepartmental coordination and the impact Internal Marketing has on facilitating organizational change.

According to Ahmed, Rafiq, and Saad (2003), 11 Internal Marketing mix elements were identified, being strategic rewards, internal communications, training and development, organizational structure, senior leadership, physical environment, selection and succession, inter-functional co-ordination, incentive systems, empowerment, and operational/process changes. The authors concluded that these 11 elements impacted organizational competencies, namely Customer/Market Orientation, Employee Satisfaction, and Specific/Individual Competencies, which in turn impacted business performance.

For the present study, the Internal Marketing mix framework presented by the authors was utilized in order to ascertain the effect Internal Marketing has on other variables, namely self-efficacy. Ahmed, Rafiq, and Saad (2003) note that while Internal Marketing utilizes marketing techniques, given its internal nature, it should encompass human resources management strategies, which is why the elements employed by the authors were constructed using what Galpin (1997) considers to be "organizational influence systems".

2.1.3 – How Internal Marketing Affects Employee Behaviors

When analyzing employee behaviors, there are two types to have in mind: In-role behaviors, which “refer to the specific tasks and duties that employees are required to perform as part of their formal job responsibilities. These are the core aspects of the job description and are considered mandatory for job performance evaluation." (Williams & Anderson, 1991, p.606) and Out-of-role behaviors, which can be described as “discretionary efforts employees make that fall outside the formal requirements of their job but contribute to organizational success.” (Organ, 1988, p.4; Podsakoff et al., 2000, p.513)

It is of note, that these behaviors are affected by a plethora of factors such as performance pressure (Xu, Li, Wang & Kwan, 2021), types of leadership (a previously established element of the Internal Marketing Mix), whether Transformational or Authoritarian (Schuh, Zhang, & Tian, 2013), form of commitment, whether normative, continuance or affective (Chen & Francesco, 2003), among others.

An element that plays a key role in the levels of job satisfaction in a company is Internal Communication. A study conducted by Marlow, Lacerenza, Paoletti, Burke, and Salas (2018) concluded that team communication has a strong correlation with team performance, emphasizing the importance of investing in internal communications, yet another internal marketing tool. The authors also underline the importance of quality over quantity in the study, much like Zeithaml, Berry, and Parasuraman (1988) uncovered in their research, that quality and accurate communication reduce role ambiguity, better alignment with organizational objectives, and increase job satisfaction (Ahmed & Rafiq, 2000), enhancing the probability of beneficial employee behaviors.

Furthermore, studies have determined that performance-based rewards have been shown to stimulate innovative behaviors, resulting in an increase in the organization's performance (Sanders, Jorgensen, Shipton, Van Rossenberg, Cunha, Li, & Dysvik, 2018). The study in question, however, underlines the importance of letting employees know about the implementation of a reward system to achieve the correlation in question.

Regarding Out-of-role behaviors, researchers (Spreitzer, Kizilos & Nason, 1997; Liden, Wayne & Sparrow, 2000; Seibert, Silver & Randolph, 2004) have verified a correlation between psychological empowerment (meaning an individual's perception of control and contributions to an organization) and individual performance.

This correlation originates from the fact that psychological empowerment is an intrinsic task motivation (Thomas & Velthouse, 1990) and further justified by the feeling of meaningfulness, capability, and autonomy in decision-making that psychological empowerment gives employees resulting in, according to Avery, Wang, Volpone and Zhou (2013), enhanced motivation and autonomy to perform tasks as well as an increase in persistence and determination regarding their perspective of the work.

Moreover, a study conducted by Cho and Faerman (2010) has led to the confirmation that structural empowerment ("(…) access to information, resources, support, and opportunities. When these elements are available, employees are more likely to feel competent, valued, and motivated to contribute to the organization's success" (Kanter, 1993), which increases the possibility of the practice of out-of-role behaviors with psychological empowerment as a mediator. Authors Yi, Cho, and Amenuvor (2023) further agree on the impact of empowerment on out-of-role behaviors, concluding that these behaviors are enhanced by the feeling of empowerment provided by effective Internal Marketing.

According to an empirical study conducted by Yaakobi and Jacob Weisberg (2020), evidence shows that Collective Efficiency, which refers to an individual's belief in their team's, department's, or organization's ability to execute the actions required to achieve specific goals effectively, is a mediator between organizational citizenship behaviors, a form of out-of-role behaviors, and employee performance. The authors concluded that in order to achieve the best performance resulting from organizational citizenship behaviors, a high level of Collective Efficiency must be present. Given that the article extends the scope of Collective Efficiency to encompass effectiveness and collaboration across functions, it is possible to understand the impact inter-functional coordination has on employees' out-of-role behaviors.

Research executed by Yang, Jiang, and Cheng (2022) has proven that employee recognition could result in both an increase in task performance as well as an increase in Organizational Citizenship Behaviors. The study in question used forms of recognition such as: "My leader talks about excellent employees, and they will get extra praise and recommendation"; "When an employee works well, my leader praises him/her personally"; "When an employee performs better than the average level, my leader praises him/her"; "When an employee works well, my leader especially recognizes and praises him/her"; "When an employee performs well, my leader always gives him/her positive feedback" in order to ascertain the impacts of recognition on in-role and extra-role behaviors, which proved to be positive.

In sum, there have been several studies that emphasize the impact of the Internal Marketing mix elements suggested by Ahmed, Rafiq, and Saad (2003) on employee

behaviors. Whether through an effective rewards system, developed internal communication processes, training and development, adequate leadership styles, incentive systems (in the form of recognition), inter-functional co-ordination, or empowerment, Internal Marketing can certainly have an impact on employee behaviors.

However, it is important to comprehend that changing employees' behaviors can prove to be harder and more expensive once they integrate into an organization (Rafiq & Ahmed, 2000), which is why Human Resources Management practices such as recruitment and selection are to be used as complementary instruments to Internal Marketing.

2.2 – Job Engagement and Its Dimensions

As put by Schaufeli, Martínez, Pinto, Salanova, and Bakker (2002), job engagement can be characterized by a positive and fulfilling state present within the employees, which is reflected in attitudes of high levels of energy, dedication, and immersion. Furthermore, authors such as Kumar and Pansari (2014) have noted that the concept is also associated with a certain level of connectedness with customers, as well as how the employee acts and behaves towards the organization.

The latter has proposed five dimensions related to the concept of Employee Engagement: employee satisfaction, employee identification, employee commitment, employee loyalty, and employee performance. These dimensions will be the ones utilized in order to ascertain the level of job engagement in the present study.

Regarding employee satisfaction, Brown and Peterson (1993) have defined this concept as the emotional reaction expressed by the employee in regard to the internal work environment, as well as other job factors, such as interpersonal relationships, payment, among others. Employee Satisfaction has been proven to impact both the quality of work (Silvestro & Cross, 2000) and factors such as turnover and absenteeism (Fisher, Locke, & Henne, 1992).

"A psychological state wherein an individual perceives himself or herself to be part of a larger whole", this is, according to Aaker and Akutsu (2009, p. 267), what the concept of Employee Identification can be defined as. Employee Identification is, as researched by Punjaisri et al. (2009), linked to organizational commitment in the sense that an

individual who strongly identifies with the company is more committed to it and, therefore, is more heavily impacted by the success and failure of the organization.

As defined by Burmann and Zeplin (2005, p. 283), Employee commitment is "the extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand goal". Research conducted by Lockwood (2007) shows that, like satisfied employees, employees with high levels of commitment perform significantly better than other employees and exhibit fewer turnover behaviors and/or intentions to leave an organization, indicating a certain level of loyalty to the organization.

According to Schrag (2009), Employee loyalty has a direct impact on the motivation felt by employees to perform extra-role behaviors. Moreover, the author concluded in his research that loyal employees both meet customers' needs and deliver high levels of customer service. Furthermore, studies have suggested that positive employee work attitudes translate into greater loyalty and satisfaction among customers (Allen and Grisaffe 2001).

Finally, according to Kumar and Pansari (2014), Employee performance has a significant impact on customers. The authors note that the importance of focusing on customer satisfaction lies in the profitability of retaining existing customers as opposed to attracting new ones (Reinartz et al. 2005). Employees are often viewed as a source of competitive advantage since they hold the ability to differentiate service as well as deliver a positive service attitude (Harris and De Chernatony 2001).

2.2.1 – Job Engagement Antecedents and Consequences

Regarding Job Engagement antecedents, Bakker and Demerouti (2008) propose that the concept of job engagement is facilitated "when job and personal demands are balanced by adequate resources" (Ojo, Fawehinmi & Yusliza, 2021, p.3). In fact, it is these so-called job resources, meaning all the psychological, organizational, and social components of a job, which include job autonomy, performance feedback, among others, that drive individual job engagement, according to Schaufeli and Bakker (2004).

Studies have proven that resilience is a mediator in the relation between supportive organizations, enabled through supportive leadership (Malik & Garg, 2017), and work

engagement (Ojo, Fawehinmi & Yusliza, 2021). However, it is important to note that Job engagement is impacted by individual differences and how these differences interact with the aforementioned job resources (Sharoni et al., 2015; Hernandez & Guarana, 2018).

Moreover, the concept of organizational support has, in previous articles, been proven to alleviate the effects of negative leadership on Employee Engagement, by decreasing psychological stress (Dorenbosch et al., 2005; Kim et al., 2015; Schweisfurth & Raasch, 2020; Wu & Hu, 2009), when appropriately managed (Khan, Moin, Khan & Zhang, 2022). Therefore, companies should focus on utilizing their collective resources to drive Job Engagement rather than suppress it.

Finally, a study orchestrated by Shkoler and Kimura (2020) analyzed the impact of intrinsic and extrinsic motivation on Job Engagement. The authors concluded that, while the results vary according to work status and country, there is a positive correlation present between work engagement and motivation. Other studies (Li, Xiong, Chang, & Li, 2021) conducted an experiment in order to ascertain the impact of respect in the workplace (analyzed in several aspects) on Job Engagement. The relation was verified.

Another key aspect of Job Engagement is its consequences. When it comes to this topic, research shows that Job Engagement diminishes behaviors like absenteeism as well as turnover intentions, as analyzed by Schaufeli and Bakker (2004), whilst promoting organizational citizenship behaviors.

In addition, studies have proven that an effective compensation system can and should be utilized to impact employee engagement in order to incentivize employee loyalty (Yaqub, Hussain, Mahmood, & Farooq, 2021). Furthermore, the previously mentioned authors also conclude that employee loyalty somewhat mediates the relation between Employee Engagement and performance outcomes.

Salanova, Agut and Peiró (2005), presented significantly relevant statistics that point to Employee Engagement mediating the relationship between organizational resources and a service climate, which, as put by authors, refers to "(…) employees' shared perceptions of the practices, procedures, and behaviors that are rewarded, supported, and expected by the organization with regard to customer service and customer service

quality." (Schneider et al., 1998, p.151). This relationship confirms that Work Engagement has an impact on how employees collectively perceive their organization's support for high-quality customer service, such as training, rewards, and tools provided to deliver great service, which, according to the authors' findings, will favorably influence Employee Performance and lead to more positive customer appraisal and, ultimately, greater loyalty

2.2.2 – How Job Engagement differs from Job Satisfaction

According to Steel, Schmidt, Bosco, and Uggerslev (2019), Job Satisfaction refers to the internal evaluation conducted by an employee regarding the quality of their work. This process, assuming a positive evaluation, often leads to an increase in productivity and better execution of in-role behaviors and an increase in productivity as studied in the hospitality industry (Cheng and Yi, 2018; Gunlu et al., 2010).

However, according to Daley (2017), Job Satisfaction alone doesn't necessarily lead to an increase in productivity; in fact, the author mentions that productivity is most likely linked to Job Engagement. Daley (2017) explains that while the correlation between Job Satisfaction and Job Engagement is significant, once tested individually, Job Satisfaction is used to better explain turnover intentions, and Job Engagement is utilized to explain productivity increases. Therefore, while interconnected, the two concepts differ in terms of outcomes for an organization.

2.3 – Consumer Well-being and Satisfaction

Consumer well-being relates to how the consumer reacts to the consumption of a certain product from a determined organization. The consumer's reaction takes into consideration certain aspects such as perception of quality of life, pleasure, and overall level of satisfaction felt whilst performing consumption activities (Diener, 2009; Sirgy, 2012; Zhao & Wei, 2019), in other words, it is how the consumer perceives both their cognitive and affective consumption experiences.

As previously stated by Jain et al. (2025), given the multi-dimensional nature of consumer well-being, a result of different conceptualizations across several fields (psychology, management, medicine, among others), consumer well-being has been conceptualized in various ways, utilizing different models.

2.3.1 – Emotional and Relational Aspects of Satisfaction

In regard to Customer Satisfaction, there are two major aspects to take into consideration: emotional and relational. While the emotional aspect pertains to how the customer feels post its interaction with an employee (happiness, trust, frustration, disappointment, delight, among others), the relational aspect refers to the connection between the customer and employees (loyalty, trust, and long-term bonds).

While it's not a subject of a lot of research attention, past literature has noted that customers' emotions have an impact on customer satisfaction and that the latter cannot be understood to its full potential without analyzing the emotional component (Oliver, 1997; Liljander and Strandvik, 1997; Mattila, 2001; Mattila and Enz, 2002; Wong, 2004; Bigné et al., 2005; Edvardsson, 2005; Arora and Singer, 2006).

A study conducted by Ladhari (2009) established a strong correlation between emotional satisfaction and the core facets of behavioral loyalty, which include a customer's willingness to recommend the brand, commit to future purchases, and accept higher pricing, or, in other words, their behavioral intentions. The authors stated that careful management of the emotional aspect of satisfaction can be useful to predict loyalty, word of mouth, and more. The management of this variable ought to entail the usage of certain dimensions, such as empathy, as it allows for the creation of deeply rooted emotional bonds with customers (Rosário & Casaca, 2023).

On the other hand, previous research (Deng et al, 2010) underlines the importance of trust to the customer satisfaction concept. The study in question concluded that trust has a positive effect on both customer satisfaction and customer loyalty, and that it is, according to some authors, vital for building and sustaining customer-service worker relations (Semejin et al., 2005). It is of note, however, that the sentiment of trust is fostered by the manifestation of high satisfaction as a response to positive interactions between customers and employees (Lin & Wang, 2015).

Moreover, previous research highlighted the importance of communication regarding customer satisfaction (Lau & Ahmad, 2015; Cockalo et al., 2012). In fact, according to these authors, the role that communication assumes in enhancing customer satisfaction originates from its ability to improve relationship quality.

2.3.2 – Employee-customer interaction quality

To better understand Customer Satisfaction, the employee-customer interaction quality must be understood. Naturally, the concept of interaction quality refers to the evaluation of the exchange between the two parties according to the customers perception and it "becomes an essential element in shaping the customer's experience with the service that they receive." (Kim, Gazzoli, Qu & Kim, 2016), which directly impacts the customer's level of satisfaction (Jha et al., 2017).

According to previous research (Kim, Gazzoli, Qu & Kim, 2016), the employee-customer interaction quality can be influenced by a plethora of factors, namely: Positive Emotional Displays (Pugh, 2001); Employee Attitude, Behavior, and Expertise (Brady & Cronin, 2001); Autonomy and Psychological Empowerment (Spector, 1986; Landeweerd & Boumans, 2011; Bandura & Schunk, 1981) and job satisfaction, which mediates the relationship between Leader–Member Exchange and interaction quality (Kim, Gazzoli, Qu & Kim, 2016). It is worth noting that several scholars (Hennig-Thurau, 2004; Zablah et al., 2012; Goff et al., 1997) have emphasized that a customer-oriented culture (joyful service, proactive problem-solving, and personalized attention) enhances the quality of employee–customer interactions. According to Shiu and Yu (2010), Internal Marketing plays a critical role in cultivating such a culture.

However, research (Jha et al., 2017) evaluated the impact of Occupational strain (stress, role overload, and emotional exhaustion) on the employee-customer interaction quality. That said, one of the conclusions the study came to is extremely relevant to the present study, that occupational strain has a negative impact on the interaction quality, but also negatively impacts interaction quality subsequently diminishes job satisfaction.

In addition, there are two theories that provide relevant information to the subject matter. On one hand, a theory developed by Hatfield et al.'s (1994) states that the emotions displayed in a determined interaction are caught and reflected back to the their original sender, meaning that, in the service context, when an employee displays positive and warm emotions, such as being cheerful and friendly, the customer will reciprocate said emotions and, overall, feel more positive and the same phenomenon

happens when it comes to the display of negative emotions. This theory is vital when it comes to analyzing interaction quality as well as customer satisfaction.

On the other hand, a theory originally developed by Heider (1958) and later applied to the customer service experience by Folkes (1984), the attribution theory. The attribution theory provides a useful lens for understanding how customers interpret employee behavior during service encounters, meaning that when employees display empathy, responsiveness, or competence, customers may attribute these actions to intrinsic motivation or organizational values. However, negative behaviors may lead to dispositional attributions, such as unprofessionalism or systemic blame (poor training, for example), ultimately shaping satisfaction and loyalty.

2.4 – Employee Behaviors

A study conducted by Abzari and Ghujali (2011) has verified a positive connection between Internal Marketing and Organizational Citizenship Behaviors ("behaviors that are discretionary, not directly or explicitly recognized by the formal reward system, and that, in the aggregate, promote the effective functioning of the organization." (Organ, 1988, p.4). Besides, Ariani (2013) analyzes differences in OCB practices in males and females. The results of her study found that OCB implemented by males is higher than OCB in females.

2.4.1 – Employee Behaviors and Employee Engagement

According to certain authors, namely Rurkkhum and Bartlett (2012), Employee Engagement can be considered the single greatest contributing factor to organizational citizenship behaviors since individuals who portray a strong work commitment are expected to perform actions with the objective of helping others (Babcock-Roberson & Strickland, 2010)

That said, researchers (Rego et al., 2010) defend that Employee Engagement serves as a mediator between organizational virtuousness and Organizational Citizenship Behaviors, meaning that employees that have the sentiment that the organization they are a part operates with an ethical mindset will develop a deeper emotional connection to it (Coyle-Shapiro, 2002) which translates in an increase of behaviors of support to their coworkers and the organization, as to repay the company (Eisenberger et al.,

2001). Similarly, other studies (Dhir & Shukla, 2019; Dutton et al., 1994; Men, 2012) argue that the increase in the manifestation of Organizational Citizenship Behaviors is a result of the employees' attempt to protect an organization's reputation rather than to give back to it.

However, previous research (Alkahtani, 2015; Kataria et al., 2012; Mansoor et al., 2012; Runhaar et al., 2013; Ariani, 2013; Zhang et al., 2017), have underlined that Organizational Citizenship Behaviors, otherwise known as out-of-role behaviors, have been proven to have a positive impact in the increase of Employee Engagement in several industries, namely the education (Runhaar et al., 2013), hospitality (Lyu et al., 2016), manufacturing (Hermawan, Thamrin, & Susilo, 2020), among others.

Furthermore, studies (Hermawan, Thamrin, & Susilo, 2020) have concluded that five aspects of Organizational Citizenship Behaviors can be utilized and managed to improve Employee Engagement: Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship.

2.4.2 – Employee Behaviors and Customer Experience/Service Quality

According to the literature, employee behaviors have a correlation with customer happiness with their emotional state as a mediator (Pugh, 2001). In fact, empirical studies have shown that high levels of job satisfaction promote positive emotional states that enable employees to provide attentive and responsive service, creating a favorable customer experience (Benitez Peccei & Medina, 2019).

On the other hand, burnout, especially emotional exhaustion and cynicism, leads to diminished energy and care in customer interactions, resulting in a decrease in perceived service quality (Al-Refaei et al., 2024; Benitez et al., 2019).

A study conducted by Al-Zoubi, Masa'deh, and Twaissi (2022) found that learning strategies, such as job rotation and mentoring, impacted employees' abilities to retain the information given to them in training, which in turn translated into better work performance, increasing customer satisfaction.

Previous studies, conducted with the objective of better understanding the impact of out-of-role behaviors and customer satisfaction, concluded that the two share a positive relationship. In fact, a particular study conducted by Yildiz and Amin (2020) noted that organizational citizenship behaviors, such as altruistic actions between coworkers, employee awareness of the company's time management principles, and sportsmanship regarding the company, all have a positive impact on customer satisfaction.

As a result, the study also underlines the importance of management focusing on fostering these types of behaviors through effective internal communication, stimulating a helpful atmosphere, and reducing the extra pressure to not impact their conscientiousness and citizenship to the organization in a negative manner.

Moreover, another research, namely an article written by Walz and Niehoff (2000), further verified that exhibited helping behaviors have a direct positive impact on several aspects of organizational performance, among them customer satisfaction and perceived company quality. The correlation between out-of-role behaviors and customer satisfaction/happiness has been empirically confirmed.

Experts in the study of Internal Marketing, Ahmed and Rafiq (2000), underline the importance of leaders showcasing some flexibility with front-line employees so they can have some discretion when interacting with consumers for them to "take advantage of interactive marketing opportunities". However, the authors also mention the importance of maintaining the exercise of some level of control to ensure positive results.

2.5 – Gaps in Literature

Despite significant attention given to the concepts of internal marketing, employee engagement, and customer satisfaction, current research falls short in several key areas that this thesis aims to address.

First, the majority of internal marketing literature remains internally focused, emphasizing outcomes like employee satisfaction, commitment, and retention (Ahmed & Rafiq, 2003; Lings & Greenley, 2005). However, how internal marketing strategies translate into customer-level outcomes, particularly through behavioural mechanisms, remains underexplored. While some studies suggest that internal marketing improves

service quality indirectly, there is a lack of empirical models identifying the mediating role of employee engagement and discretionary behaviour in this process.

Second, employee engagement is often treated as an endpoint variable rather than a mediator that shapes frontline behaviours and service delivery. Although engagement has been linked to individual performance, few studies explore how engagement leads to out-of-role behaviours. The connection between these behaviours and customer emotional outcomes, such as well-being or perceived care, is rarely modelled in current research.

Third, research regarding customer satisfaction and well-being often overlooks the emotional and relational aspects of employee–customer interactions. In contrast, emotional contagion theory and attribution theory suggest that customers are sensitive to employees' emotional displays and perceived intent (Pugh, 2001; Hatfield et al., 1994); these psychological mechanisms are rarely integrated into service models, which limits the understanding of how employee behaviours are perceived, interpreted, and internalized by customers.

Finally, there is a lack of investigative marketing work associating the concept of Customer Well-Being with sensitive sectors, such as the tobacco industry. The present study aims to better understand how this concept is impacted in this industry.

In order to respond to these gaps, the present thesis proposes and tests a behaviourally anchored mediation model (Figure 1). It links internal marketing to customer well-being and satisfaction through employee engagement, grounded in relevant psychological theories and tested in a dual-perspective, two-survey design.

To do so, the following hypotheses are proposed:

H1: *Internal marketing has a positive and significant effect on employee engagement.*

H2: *Employee engagement mediates the relationship between Internal Marketing and Customer Satisfaction in the tobacco industry.*

H3**:** *Employee engagement mediates the relationship between Internal Marketing and Well-Being in the tobacco industry.*

H4**:** *There is a positive and significant association between Customer Satisfaction and Customer Well-Being.*

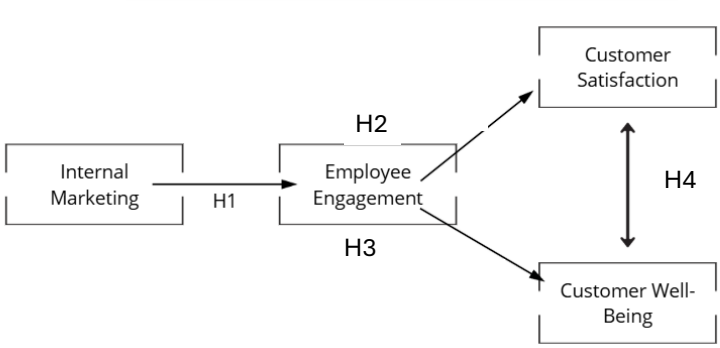


Figure 1 – Research Model

Source: Author elaboration with data collected on SPSS®

3- Methodology

To ascertain the validity of the hypotheses stipulated above, a quantitative study was conducted. Quantitative research allows not only for the systematic measurement of variables like training effectiveness, employee satisfaction, or performance metrics through statistically significant data, but also aligns well with the goals of internal marketing, which often involve analyzing organizational processes and their outcomes. Through an extensive literature analysis, the foundational and revolutionary research conducted regarding Internal Marketing also utilizes quantitative methods, namely Lings and Greenley (2005), Ahmed and Rafiq (2002), and Ahmed, Rafiq, and Saad (2003), in the form of surveys and statistical analysis.

3.1 – Internal Marketing Mix

The construct of internal marketing was measured using an adapted scale from the one utilized by Yildiz and Kara (2017). This scale covers a wide range of the 11 internal marketing mix elements, including compensation, internal communication, empowerment, fairness, training, recognition, and internal service climate.

The present study divided this construct into five subconstructs to better understand which aspects of Internal Marketing most impact it: Internal Communication, Participation Perception, Training, Recognition, and Environment.

3.2- Employee Engagement

Employee engagement was assessed across the five conceptual dimensions developed by Kumar and Pansari (2014). Employee satisfaction was measured using items adapted from Macdonald and MacIntyre (1997), which focus on emotional comfort, recognition, and workplace relationships. Employee identification was measured through items developed by Punjaisri et al. (2009), which assess the degree to which employees feel ownership of the organization, identify with its values, and interpret its success as their own. Employee commitment was based on items from Mohr et al. (1996), supplemented by insights from managerial and employee interviews. These items evaluate the employee's dedication to brand delivery and personal meaning associated

with their role. Employee loyalty, drawn from Boselie and Van der Wiele (2002), captures the long-term intent to remain in the organization and the motivation for staying, while employee performance was evaluated through two items derived from managerial interviews, focusing on perceived appraisal outcomes and development opportunities.

3.3 – Customer Satisfaction/Well-being

To measure Customer Satisfaction and Well-Being, several scales were adapted. Customer satisfaction items were adapted from Rajput and Gahfoor (2020), Oliver (1980), and Cronin and Taylor (1992). These items capture both cognitive evaluations of the service experience and behavioral intentions such as revisit and recommendation. In order to get a better understanding of which aspects affect the constructs the most, the present study identified five dimensions: Overall Satisfaction, Service, Decision, Revisit intentions, and Recommendation.

Finally, customer well-being was assessed using items inspired and adapted from the work of both Islam et al. (2021, 2022) and El Hedhli et al. (2013). These items reflect the emotional impact of the service experience and their contribution to the customer's overall quality of life. As was the case with Customer Satisfaction, for Customer Well-Being, six subconstructs were developed: Affectionate WB, Lifestyle, Functional WB, Relational WB, Autonomy, and Eudaimonic WB.

3.4 – Sample

In order to conduct the present study, two distinct samples were taken into consideration: the employees' sample and the customers' sample. Regarding the employees' sample (Annex C), it is composed by 120 respondents that work at a heated tobacco company, where 61 of the respondents identify as female (50,8%), 55 as male (45,8%) and 4 (3,3%) would (3,3%) rather not disclose their gender. Their ages range from 18 to 54, with the interval of ages between 18-24 being the most prevalent (50.4%), the mean being 26,3 years with a standard deviation of 0,691.

Moreover, data was collected in order to better understand the employees' sample, namely their educational level and how long they've worked for the company. Data shows that the workers' educational level is mainly either secondary education (40%) or

a bachelor's degree (46,7%). The majority of employees have worked at the company for 1 to 3 years (62,5%).

Regarding the customer sample (Annex D), data shows that it is composed of 187 respondents who consume heated tobacco products, where 103 of the respondents identify as female (55.1%), 73 as male (39%), and 11 (5.9%) would rather not disclose their gender. With a standard deviation of 1.051, the age mean is of 27.2 years, the result of the majority of respondents having responded that their age is in the interval between 18-24 years (60.4%).

Furthermore, it is important to better understand not only the customers' level of education (41.2% have a master's degree and 36.4% a bachelor's degree), but also how long they've been customers of the company (45.5% have been heated tobacco users for 4-6 years and 35.3% for 1-3 years).

3.5- Procedures

After constructing two questionnaires, one for the heated tobacco company employees and another for the heated tobacco company customers, utilizing the platform *Qualtrics XM*, the questionnaires were shared using two very distinct methods. Data from the questionnaires was shared and, subsequently, collected in the month of October 2025.

Given the investigator's privileged contact with the heated tobacco company, the employee's questionnaire was shared via link with the 23 Store Managers of the company, who were asked to share it with their store teams (assistant managers, store specialists), out of the 174 front-line employees from this company, 120 responded and data shows that at least two employees of each of the 23 stores answered the questionnaire.

On the other hand, the customer questionnaire was shared via a *link* through the researcher's network of contacts and social media (mainly *Instagram* and *WhatsApp*). Out of the 218 responses collected, 31 were deemed invalid either due to a lack of answers on crucial aspects or due to not fitting the right target audience (heated tobacco smokers who had visited the brand's stores), resulting in a sample of 187 customers.

For both the employees' and workers' questionnaires, the respondents had access to not only a text that informed them of the study's objective, but were also informed that there were no wrong answers and asked to answer as honestly as possible. Finally, they were informed that all data collected through the questionnaires was confidential and anonymous and asked to give their consent to participate.

3.6- Measures

In order to measure the data, the variables in analysis were included in the questionnaires, which were both the employees' and customers' questionnaires, split into different sections to ensure a better understanding of the data. Each section contained a plethora of questions for the target audience to respond to according to a Likert scale (1-5).

The employee's questionnaire (Annex A) was split into three blocks. The first block contained sociodemographic questions, such as gender, age, level of education, seniority within the company, and what store they worked at. The second block had questions constructed to better understand the employees' perceptions of Internal Marketing measures, where scales for variables such as Internal Communication, Recognition, Participation, Environment, and Training were applied. The third and last block was composed of questions constructed to better understand the employees' level of engagement, where scales for variables such as Satisfaction, Loyalty, Identification, and Commitment were applied.

The customer questionnaire (Annex B) was split into four blocks. The first block was composed of a simple question to ascertain if the responder had indeed visited a heated tobacco store from the company. The second block consisted of a plethora of sociodemographic questions (gender, age, level of education), as well as a question about how long the responders had been users of the smoke-free products and which store they visited the most. The third block regarded questions to better understand the level of satisfaction felt by the customers, where scales of variables such as General Satisfaction, Service Quality, Decision, Revisit Intention, and Recommendation to other users were applied. The fourth and final block was constructed to better understand the user's perception of the store experience on their Well-Being, where scales of variables

such as Affective Well-being, Lifestyle, Functionality, Relational Well-being, Autonomy, and Eudemonic Well-Being were applied.

To ensure the validity of the questionnaire applied to this study, an internal consistency analysis was conducted in the form of *Cronbach's alpha.* The evaluation for the validity of the constructs was conducted utilizing an exploratory factorial analysis in the principal components, with an orthogonal rotation in *variamax*. This analysis was used solely for the Customer Satisfaction and Customer Well-Being variables, since both Internal Marketing and Employee Engagement variables had constructs that were pre-defined in peer-reviewed studies. In the factorial analysis, the eigenvalue criteria (retention of factors) were set to equal or superior to 1, and items with communalities inferior to 0,5 and with factorial charge less than 0.4.

4- Results

In order to perform a statistical analysis for the present study, the statistical program *SPSS® – Statistical Package for Social Sciences*, version 30.0 for *Windows®* was utilized.

Moreover, to test the validity of the defined hypothesis, correlation analysis between the several variables, as well as linear regression analysis, was conducted.

4.1- Employee Correlation Analysis

Given the size of the sample (n=120), there is no need to execute any normality tests since the Central Limit Theorem states that with a larger sample, it is statistically correct to assume that it follows a normal distribution. With this information, a bivariate analysis with the coefficient of *Pearson* (r) was carried out in order to ascertain if there are any existing correlations between the variables: Internal Marketing and Employee Engagement, as well as all their dimensions, to better understand which aspects affect the main variables.

Moreover, as previously mentioned, an internal consistency analysis was conducted in the form of *Cronbach's alpha.* This analysis was only able to be performed in the main variables and a few of their dimensions, since it wasn't possible to conduct the analysis in some due to the way they are composed.

Table 1 shows the correlation values between the different target variables of this study. For the present study, in the Coefficient of *Pearson* analysis, significance levels such as $p<0.001$*** (2-*tailed*) and $p<0.01$** (2-*tailed*).

Variable	Nº of items	α Cronbach	M	SD	1	1.1	1.2	1.3	1.4	1.5	2	2.1	2.2	2.3	2.4	2.5
Internal Marketing (1)	11	0.86	4.40	0.41	1											
Internal Communication (1.1)	2	-	4.44	0.46	0.78***	1										
Participation (1.2)	2	-	4.11	0.58	0.83***	0.59***	1									
Recognition (1.3)	1	-	4.20	0.74	0.78***	0.43***	0.58***	1								
Environment (1.4)	5	0.75	4.48	0.43	0.79***	0.68***	0.55***	0.46***	1							
Training (1.5)	1	-	4.78	0.49	0.65***	0.39**	0.43***	0.30***	0.46***	1						
Employee Engagement (2)	20	0,90	4.26	0.39	0.72***	0.67***	0.61***	0.58***	0.60***	0.26**	1					
Employee Satisfaction (2.1	5	0.66	4.35	0.41	0.65***	0.58***	0.55***	0.55***	0.58***	0.30**	0.81***	1				

Table 1- Descriptive statistics and correlation between the variables IM-EE

Source: Constructed by the author with data collected on SPSS®

Employee Identification (2.2)	8	0.84	4.29	0.49	0.72***	0.61***	0.62***	0.60***	0.59***	0.31***	0.85***	0.74***	1			
Employee Commitment (2.3)	3	0.50	4.25	0.45	0.61***	0.60***	0.54***	0.42***	0.57***	0.24**	0.83***	0.62***	0.69***	1		
Employee Loyalty (2.4)	2	-	4.44	0.53	0.45***	0.46***	0.41***	0.36***	0.36***	0.12	0.73***	0.47***	0.54***	0.52***	1	
Employee Performance (2.5)	2	-	3.96	0.60	0.41***	0.42***	0.32***	0.38***	0.31***	0.12	0.72***	0.43***	0.43***	0.46***	0.31***	1

Table 1- Descriptive statistics and correlation between the variables IM-EE

Source: Constructed by the author with data collected on SPSS®

The data available on Table 1 shows that not only there is a strong correlation present between the variables Internal Marketing and Employee Engagement ($r=0.72$, $p<0.001$), a correlation heavily justified by the impact that Internal Communication, one of Internal Marketing's dimensions, has on the level of engagement felt by employees ($r=0.67$, $p<0.001$).

Moreover, the data shows that within the dimension established for Internal Marketing, the one that shows to have the greatest impact in the construct overall is Internal Participation ($r = 0.83$, $p<0.001$), which relates to the perception the employees have regarding involvement, how heard they are and ability to contribute, followed by Internal Communication ($r = 0.78$, $p<0.001$).

On the other hand, when it comes to Employee Engagement, the correlation analysis provides information that allows for statements to be made, statements such as Employee Engagement is severely impacted by the whether or not employees identify with the company ($r = 0.85$, $p<0.001$) and how committed they are to it ($r=0.83$, $p<0.001$), although the data shows that all sub-constructs of Employee Engagement are strongly related to it.

4.2- Regression Analysis

In order to test hypothesis 1, a linear regression analysis was conducted between Internal Marketing, as the independent variable, and Employee Engagement, as the dependent variable. To ensure a better understanding, Table 2 presents the outputs that resulted from the analysis, with the values of standardized β, t *value*, p *value*, R, R^2, and F *Change* related to Internal Marketing.

Variables	B	t *value*	p *value*
Internal Marketing	0.719	11.176	<0.001
R^2	0.51		
ΔR^2	-		
F *Change*	124.91		<0.001

Table 2- Regression Analysis of the dependent variable Employee Engagement

Source: Constructed by the author with data collected on SPSS®

The linear regression analysis was conducted in order to ascertain whether Internal Marketing had a predictive power over Employee Engagement. The results, as shown on Table 2, provide information that allows for the conclusion that Internal Marketing is indeed a predictor of Employee Engagement and that the model is statistically significant ($F(1, 117) = 124.91$; $p<0.001$), since it explains around 51% ($R^2=0.51$) of the latter's variance, confirming H1.

Furthermore, the model also allows for the conclusion that the relationship between Internal Marketing and Employee Engagement is, not only of a positive effect, but also highly significant ($\beta = 0.719$; $t = 11.176$; $p < 0.001$).

4.3- Customer Correlation Analysis

As was the case with the employee's sample. Given the size of sample (n=187), there, once again, is no need to execute any normality tests since the sample's normality is protected by the Central Limit Theorem. With this information, a bivariate analysis with the coefficient of *Pearson* (r) was performed in order to ascertain if there are any existing correlations between the two variables tested using the customers' input: Customer Satisfaction and Customer Well-Being as well as all their dimensions as to better understand which aspects affect the main variables.

Moreover, like the employees' variables, an internal consistency analysis was conducted in the form of *Cronbach's alpha.* This analysis was only able to be performed in the main variables and a few of their dimensions, since it wasn't possible to conduct the analysis in some due to the way they are composed.

Variable	Nº of items	α Cronbach	M	SD	1	1.1	1.2	1.3	1.4	1.5	2	2.1	2.2	2.3	2.4	2.5	2.6
Customer Satisfaction (1)	9	0.90	4.39	0.52	1												
General Satisfaction (1.1)	3	0.85	4.40	0.55	0.83***	1											
Service Satisfaction (1.2)	3	0.76	4.62	0.48	0.82***	0.73***	1										
Decision Satisfaction (1.3)	1	-	4.42	0.69	0.81***	0.68***	0.68**	1									
Revisit Satisfaction (1.4)	1	-	4.47	0.66	0.81***	0.62***	0.60**	0.58**	1								
Recommendation Satisfaction (1.5)	1	-	4.02	0.93	0.73***	0.42**	0.42**	0.36**	0.47**	1							
Customer Well-being (2)	14	0.88	4.13	0.49	0.59	0.62***	0.55**	0.46**	0.47**	0.35**	1						
Affective Well-Being (2.1	6	0.78	3.79	0.58	0.68***	0.77***	0.60**	0.51**	0.50**	0.43**	0.77**	1					
Lifestyle Well-Being (2.2)	1	-	4.58	0.77	0.22**	0.24**	0.22**	0.24**	0.18*	0.08	0.62**	0.33**	1				

Table 3 - Descriptive statistics and correlation between the variables CS-CWB

Source: Constructed by the author with data collected on SPSS®

Functional Well-Being (2.3)	1	-	4.57	0.62	0.39***	0.44***	0.43** *	0.35** *	0.33** *	0.13	0.69** *	0.46** *	0.37** *	1			
Relational Well-Being (2.4)	4	0.80	4.30	0.54	0.61***	0.64***	0.58** *	0.48** *	0.47** *	0.35** *	0.79** *	0.67** *	0.37** *	0.53** *	1		
Autonomy Well-Being (2.5)	1	-	4.54	0.67	0.37***	0.35***	0.39** *	0.30** *	0.36** *	0.17*	0.60** *	0.37** *	0.19**	0.42** *	0.43** *	1	
Eudaimonic Well-Being (2.6)	1	-	3.02	1.04	0.33***	0.31***	0.25** *	0.19**	0.24**	0.31** *	0.73** *	0.52** *	0.30** *	0.30** *	0.47**	0.23** *	1

Table 3 - Descriptive statistics and correlation between the variables CS-CWB

Source: Constructed by the author with data collected on SPSS®

As shown in Table 3, Customer Satisfaction and Customer Well-Being do, indeed, have a rather strong correlation established between them ($r=0.59$, $p<0.001$), which empirically proves H4.

The correlation analysis also allows for a better understanding of which aspects of the variables affect them the most, meaning that the data shows that dimensions such as General Customer Satisfaction with the Experience (0.83, $p<0.001$), Satisfaction with Service (0.82, $p<0.001$) are the ones that have a greater impact on the overall construct of Customer Satisfaction. However, it is also possible to interpret that Affective Well-Being (0.68, $p<0.001$) does play a part in this construct.

Moreover, regarding Customer Well-Being, dimensions such as Affective Well-Being (0.77, $p<0.001$), Relational Well-Being (0.79, $p<0.001$) and Eudaimonic Well-Being (0.73, $p<0.001$) are the ones that affect the construct the most.

4.4- The mediative role of Employee Engagement

Although the present study set out to investigate a conceptual model regarding the mediating role that Employee Engagement has between Internal Marketing and Customer Satisfaction/Well-Being by analyzing the two separate databases (employees and customers) linked by store, it was unable to do so.

Even though each questionnaire sent out contained a question to provide a usable link, once the data was collected, only 12 out of 23 stores contained enough data (a minimum of 5 customers and employees per store) to be analyzed, which proved to be insufficient to analyze the mediating role of Employee Engagement.

However, an indirect analysis was conducted in order to separately examine the relation between Internal Marketing and Employee Engagement and, independently, the relation established between Customer Satisfaction and Well-Being. What this analysis empirically proved is that even though there is a methodological limitation, it is still possible to conclude that Internal Marketing significantly predicts Employee Engagement and that Customer Satisfaction and Well-Being are positively associated.

These empirically proven facts coupled with the existing literature regarding the mediative role that Employee Engagement has between internal practices and customer

experience, such as studies conducted by Salanova, Agut and Peiró (2005), which concluded that organizational resources that result in an increase in engagement work as a mechanism for a better perceived employee performance by the customers, but also Bhardwaj et al. (2024), which proved that the employee-customer interaction affects the customers' satisfaction as well as perceived Well-Being, provide indirect support to the present study and are consistent with the theoretical proposition underpinning both H2 and H3..

5- Discussion and Implications

5.1- Theoretical Implications

The present study was conducted in order to explore and better understand the role that Employee Engagement has in the relationship between Internal Marketing and Customer Satisfaction/Well-Being.

Analyzing the results of the study allows us to confirm what was hypothesized first: Internal Marketing does indeed predict Employee Engagement in a positive and significant manner. This conclusion further reinforces the perspective present in literature, by authors such as Ahmed, Rafiq, and Saas (2003), which is that effective Internal Marketing practices, especially Internal Communication and allowing for the employees' involvement (as proven by the correlation analysis conducted), are associated with higher levels of engagement. This reinforces the idea that organizational measures have an impact on customers' perceptions through Employee Engagement, an idea supported by the findings of authors such as Yildiz and Amin (2020), who stated that employees with higher levels of perceived involvement tend to perform better quality interactions that benefit the customers.

As previously mentioned, the study empirically proved that Internal Marketing is impacted by Internal Communication and employee involvement, which further emphasizes the impact that relational aspects of Internal Marketing, as opposed to other more transactional dimensions or recognition, have on a better theoretical understanding of Internal Marketing, underlining the central role these dimensions play.

Moreover, the present study opens the door to a better understanding of Customer Well-Being. The fact that this concept is still very much present in a study regarding the tobacco industry, an industry widely recognized as being harmful and dangerous for users health, suggests that the perceived Customers Well-Being is possibly more linked to employee-customers interactions (relational aspects) and their constructs of the consumption of a product rather that to the physical attributes of the product and, therefore, allowing a better understanding on how to conduct better marketing strategies for these products. This link was, as previously mentioned, made evident in previous studies, namely, Zhao and Wei (2019). However, this study elevates this idea by analyzing Customer Well-Being in a sector that can be somewhat paradoxical to this concept, underscoring its importance over product attributes.

5.2- Practical Implications

The results obtained in this study reinforce the idea that organizations should invest in effective internal communication channels, as well as practices that enhance the participation of the employees and their feeling of having a voice that matters within the internal processes of a company, since it has been proven to have a significant impact in motivation and engagement, which could lead to better employee-customer interactions. Therefore, companies should make an effort to create integrated internal and external Marketing strategies and face the fact that internal measures aren't simply a matter of organizational climate, but also a strategy that could reflect on an increase in Satisfaction as well as Well-Being.

Although analyzed indirectly, the role that the perceived Employee Engagement has between Internal Marketing and Customer Satisfaction/Well-Being reinforces the idea that organizations should align their internal and external experiences, since investing in the well-being of employees creates conditions for more authentic and positive relations to flourish, namely between the customer and the company as a whole.

The study also provides fruitful results for companies that integrate sectors deemed as sensitive, as is the case with the tobacco industry. When faced with the inability to cultivate the sentiment of well-being within its customers through the characteristics of the product itself, companies that belong in this sector could opt to increase the level of

well-being felt by allowing for quality interaction to take place, as well as consistent communication, and allowing for the construction of positive symbolic experiences. That means that Internal Marketing should be oriented to human relations and have a role in fostering a positive environment and, therefore, mitigate the negative effects of these companies.

5.3- Limitations and Future Research

While both the employee and customer databases are relatively well distributed regarding gender, both samples seem to be concentrated on individuals in the 18-24 age range, especially the customer sample, which can lead to skewed results, given the weight this age group has on them. Additionally, the use of questionnaires themselves as an instrument of measurement is subject to biases in answers as a result of phenomena such as social desirability and participants' momentary perception.

Furthermore, the analysis was executed using two distinct databases, which made it impossible to perform a direct mediational analysis between Internal Marketing and Employee Engagement, and the results regarding Customer Satisfaction and Well-Being, which in turn constrain the ability to infer causality, even if the results presented seem to be in agreement with existing literature and the latter supports the proposed model.

Moreover, since data was collected in a specific organizational context, the tobacco industry, the generalization of the findings is constrained for other sectors, especially since most don’t face the ethical and perceptual restrictions a sensitive industry such as the one being studied does.

Future research should seek to develop paired studies in order to directly relate the perceptions felt by the employees to those felt by customers, which would allow for an empirically proven mediative role for Employee Engagement between Internal Marketing and the results of the customers’ perception. It would be of interest to analyze other variables in these paired studies, such as out-role behaviors as to ascertain the role the behavioral variables have in the relation between Internal Marketing and

customers perceived service quality, or variables such as Customer Happiness, which complements Customer Satisfaction and Well-Being, to better understand the impact of internal measures on an organization's customers and allows for more emotional dimensions to be studied.

Finally, other studies could benefit from utilizing mixed methods of data collection, both quantitative and qualitative, as well as more multicultural samples scattered around different sectors of activity. These measures would result in an increase of the ability to generalize results and validate mechanisms proposed in this study in different organizational contexts.

5.4 – Conclusion

The present study sought to better understand how Internal Marketing influences Customer Satisfaction and Well-Being, considering Employee Engagement as a possible mediator. Even though it recognizes the limitations associated with performing an indirect analysis, the lack of a sufficient sample forced the study to do so, and the results provide compelling, albeit indirect, support for the proposed mediating role of Employee Engagement and are consistent with the existing literature

The study showed that, regarding the organizational side Internal Marketing practices, such as Internal Communication and employee involvement are highly associated with Employee Engagement, on the customers side, on the other hand, the study empirically proves that Satisfaction and Well-Being maintain positive and significant relation, suggesting that positive experiences surpass a mere functional evaluation of the product and impact an employees Well-Being, given the context the study is inserted in, the tobacco industry.

These results reinforce the idea that value created within the internal scope of an organization (Internal Communication, involvement, among others) has external repercussions through more involved and valued employees in form of the consumers perceive their experiences, even in cases of a sensitive sectors, like the tobacco industry, quality interactions and a feeling of belonging continue to be crucial in developing positive experiences.

In terms of theoretical implications, the study contributes to consolidating the role that Employee Engagement has as the link between internal practices and client results, which practically translates into an increase in awareness to invest in internal communication, active participation, and recognition, which would simultaneously reinforce employee involvement as well as perceived well-being felt by customers.

In sum, the present study defends an integrated vision of marketing, a marketing that starts within the organizations and that reflects itself in the quality relations that these organizations build with customers.

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7 - Annex

Annex A – Customers Questionnaire

Start of Block: Block 3

Caro(a) participante,

Este questionário é parte integrante de um estudo para uma dissertação de Mestrado em Marketing no ISCTE – Instituto Universitário de Lisboa. O objetivo deste projeto é investigar como o marketing interno influencia o bem-estar e a satisfação do cliente e comportamentos discricionários por meio do engajamento dos funcionários. **A sua participação é anónima e confidencial.** Não serão recolhidos dados pessoais identificáveis. O preenchimento demora aproximadamente 5 a 8 minutos. Qualquer dúvida não hesite em contactar me diretamente: Salvador Turras (sccdt@iscte-iul.pt) Agradeço desde já a sua participação!

Declaro que compreendi a natureza do estudo e aceito participar de forma voluntária.

- ○ Sim (1)
- ○ Não (2)

End of Block: Block 3

Start of Block: Block 3

Já visitou alguma loja de tabaco aquecido?

- ○ Sim (1)
- ○ Não (2)

Skip To: End of Survey If QID65 = Não

Com que frequência visita uma loja de tabaco aquecido?

- ○ Nunca (1)
- ○ Apenas uma vez (2)
- ○ Ocasionalmente (1–2 vezes por ano) (3)
- ○ Regularmente (4)
- ○ Frequentemente (pelo menos uma vez por mês) (5)

Em que região reside?

- ○ Norte (1)
- ○ Centro (2)
- ○ Lisboa (3)
- ○ Sul (4)
- ○ Ilhas (Madeira/Açores) (24)

Que loja já visitou ou visita mais frequentemente?

- ○ Alegro Montijo (1)
- ○ Alegro Setúbal (2)
- ○ Alegro Sintra (3)
- ○ Algarve Shopping (4)
- ○ Almada Forúm (5)
- ○ Amoreiras (6)
- ○ Arrábida Shopping (7)
- ○ Braga Parque (8)
- ○ Cascais Shopping (9)
- ○ Colombo (10)
- ○ Forúm Coimbra (11)
- ○ Gaia Shopping (12)
- ○ Glicínas Plaza (13)
- ○ Guimarães Shopping (14)
- ○ Leiria Shopping (15)
- ○ Marshopping Matosinhos (16)
- ○ Norteshopping (17)

- ○ Oeiras Parque (18)
- ○ Palácio do Gelo (19)
- ○ Parque Nascente (20)
- ○ Saldanha Residence (21)
- ○ UBBO (22)
- ○ Vasco da Gama (23)

End of Block: Block 3

Start of Block: Block 4

Qual é o seu género?

- ○ Masculino (1)
- ○ Feminino (2)
- ○ Não binário/ terceiro género (3)
- ○ Prefiro não dizer (4)

Qual é a sua idade?

- ○ Menos de 18 anos (1)
- ○ 18 - 24 anos (2)
- ○ 25 - 34 anos (3)
- ○ 35 - 44 anos (4)
- ○ 45 - 54 anos (5)
- ○ 55 anos ou mais (6)

Qual é o seu nível escolaridade?

- ○ Ensino Básico (1)
- ○ Ensino Profissional (2)
- ○ Ensino Secundário (3)
- ○ Licenciatura (4)
- ○ Pós-graduação (5)
- ○ Mestrado (6)
- ○ Doutoramento (7)

Há quantos anos é utilizador de de tabaco aquecido?

- ○ Menos de 1 ano (1)
- ○ 1 a 3 anos (2)
- ○ 4 a 6 anos (3)
- ○ Mais de 6 anos (4)

End of Block: Block 4

Start of Block: Customer Satisfaction

Q1 Por favor, classifique o grau de concordância com as seguintes afirmações, tendo em consideração a sua **satisfação** com as lojas de tabaco aquecido.

Q2 Estou satisfeito com os serviços prestados por nas lojas de tabaco aquecido.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q3 No geral, estou contente com a minha experiência nas lojas de tabaco aquecido.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q4 Considero que a minha decisão de visitar uma loja de tabaco aquecido foi acertada.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q5 As lojas de tabaco aquecido correspondem às minhas expectativas.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q6 O serviço das lojas de tabaco aquecido corresponde às minhas expectativas.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q7 Estou satisfeito com a minha decisão de utilizar o serviço das lojas de tabaco aquecido.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q8 Voltaria a utilizar o serviço das lojas de tabaco aquecido numa próxima vez.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q9 Recomendaria outras pessoas a utilizarem o serviço das lojas de tabaco aquecido.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q10 Estou muito satisfeito com o serviço dos funcionários das lojas de tabaco aquecido.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

End of Block: Customer Satisfaction

Start of Block: Customer Well-Being

Por favor, classifique o grau de concordância com as seguintes afirmações, tendo em consideração a sua **experiência emocional e sensorial** nas lojas de tabaco aquecido.

Q11 Comprar numa loja de tabaco aquecido é uma experiência agradável.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q12 Estar numa loja de tabaco aquecido faz-me sentir relaxado(a).

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q13 A experiência numa loja de tabaco aquecido diverte-me e entusiasma-me.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q14 Visitar uma loja de tabaco aquecido melhora o meu bem-estar no dia a dia.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q15 Estar numa loja de tabaco aquecido ajuda-me a reduzir o stress.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q16 A experiência numa loja tem um impacto positivo no meu bem-estar geral.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q17 A marca e o espaço de tabaco aquecido fazem parte do meu estilo de vida.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q18 A experiência numa loja faz-me sentir capaz e confiante na utilização dos produtos de tabaco aquecido.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q19 O atendimento na loja melhora o meu humor e as minhas emoções.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q20 O ambiente e o serviço ajudam-me a reduzir o stress.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q21 Sinto-me respeitado(a) e valorizado(a) enquanto cliente.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q22 Sinto uma ligação genuína e confiança com os colaboradores das lojas.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q23 Sinto autonomia e controlo sobre as minhas escolhas relacionadas com os produtos de tabaco aquecido.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q24 A experiência na loja contribui para o meu crescimento pessoal e bem-estar a longo prazo.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Annex B – Employees' Questionnaire

Start of Block: Block 3

Caro(a) participante,

Este questionário é parte integrante de um estudo para uma dissertação de Mestrado em Marketing no ISCTE – Instituto Universitário de Lisboa. O objetivo deste projeto é investigar como o marketing interno influencia o bem-estar e a satisfação do cliente e comportamentos discricionários por meio do engajamento dos funcionários. **A sua participação é anónima e confidencial.** Não serão recolhidos dados pessoais identificáveis. O preenchimento demora aproximadamente 5 a 8 minutos. Qualquer dúvida não hesite em contactar me diretamente: Salvador Turras (sccdt@iscte-iul.pt) Agradeço desde já a sua participação!

Declaro que compreendi a natureza do estudo e aceito participar de forma voluntária.

- ○ Sim (1)
- ○ Não (2)

End of Block: Block 3

Start of Block: Block 4

Qual é o seu género?

- ○ Masculino (1)
- ○ Feminino (2)
- ○ Não binário/ terceiro género (3)
- ○ Prefiro não dizer (4)

Qual é a sua idade?

- ○ Menos de 18 anos (1)
- ○ 18 - 24 anos (2)
- ○ 25 - 34 anos (3)
- ○ 35 - 44 anos (4)
- ○ 45 - 54 anos (5)
- ○ 55 anos ou mais (6)

Qual é o seu nível escolaridade?

- ○ Ensino Básico (1)
- ○ Ensino Profissional (2)
- ○ Ensino Secundário (3)
- ○ Licenciatura (4)
- ○ Mestrado (5)
- ○ Doutoramento (6)

Há quantos anos trabalha para a empresa?

- ○ Menos de 1 ano (1)
- ○ 1 a 3 anos (2)
- ○ 4 a 6 anos (3)
- ○ Mais de 6 anos (4)

Q64 Em que loja executa funções?

- ○ Alegro Montijo (1)
- ○ Alegro Setúbal (2)
- ○ Alegro Sintra (3)
- ○ Algarve Shopping (4)
- ○ Almada Forúm (5)
- ○ Amoreiras (6)
- ○ Arrábida Shopping (7)
- ○ Braga Parque (8)
- ○ Cascais Shopping (9)
- ○ Colombo (10)
- ○ Forúm Coimbra (11)
- ○ Gaia Shopping (12)
- ○ Glicínas Plaza (13)
- ○ Guimarães Shopping (14)
- ○ Leiria Shopping (15)
- ○ Marshopping Matosinhos (16)
- ○ Norteshopping (17)

- ○ Oeiras Parque (18)
- ○ Palácio do Gelo (19)
- ○ Parque Nascente (20)
- ○ Saldanha Residence (21)
- ○ UBBO (22)
- ○ Vasco da Gama (23)

End of Block: Block 4

Start of Block: Internal Marketing

Q66 Por favor, classifique o grau de concordância com as seguintes afirmações, tendo em consideração as práticas de **Marketing Interno** da sua empresa.

Q1 Esta organização satisfaz as necessidades fundamentais dos seus colaboradores (remuneração, seguro, segurança no emprego).

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q2 Esta organização oferece programas de formação e desenvolvimento para melhorar os conhecimentos e competências dos seus colaboradores.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q3 Esta organização informa adequadamente e de forma eficaz os seus colaboradores sobre políticas, procedimentos e novidades da organização.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q4 Esta organização permite que os seus colaboradores partilhem as suas opiniões sobre o trabalho, o ambiente laboral e a própria organização.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q5 Esta organização permite que os seus colaboradores participem em decisões relacionadas com o seu trabalho.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q6 Esta organização proporciona um ambiente de trabalho justo e equitativo para todos os colaboradores.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q7 Esta organização reconhece e valoriza as contribuições dos seus colaboradores.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q8 Esta organização assegura um ambiente de trabalho saudável, seguro e de apoio para os seus colaboradores.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q9 Esta organização promove a cooperação e colaboração entre os seus colaboradores.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q10 Esta organização dá tanta importância à satisfação do cliente interno como à satisfação do cliente externo

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q11 Esta organização transmite aos seus colaboradores uma visão alcançável e com significado.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

End of Block: Internal Marketing

Start of Block: Employee Engagement

Q67 Por favor, classifique o grau de concordância com as seguintes afirmações, tendo em consideração as práticas de **Engajamento de Trabalhadores** da sua empresa

Q12 Recebo reconhecimento quando realizo bem o meu trabalho.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q13 Sinto-me próximo(a) das pessoas com quem trabalho.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q14 Sinto-me bem por trabalhar nesta empresa.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q15 Sinto segurança relativamente ao meu emprego.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q16 Acredito que a gestão se preocupa comigo.

- 1 - Discordo Completamente (1)
- 2 - Discordo (2)
- 3 - Não Concordo nem Discordo (3)
- 4 - Concordo (4)
- 5 - Concordo Completamente (5)

Q17 Tenho orgulho em dizer a outros que faço parte desta organização.

- 1 - Discordo Completamente (1)
- 2 - Discordo (2)
- 3 - Não Concordo nem Discordo (3)
- 4 - Concordo (4)
- 5 - Concordo Completamente (5)

Q18 Sinto um sentimento de pertença em relação a esta organização.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q19 O meu orgulho pela marca da organização é reforçado pelas mensagens que ela transmite.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q20 Encaro o sucesso da marca como sendo também o meu sucesso.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q21 A organização é como uma família para mim.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q22 Quando falo sobre esta organização, costumo dizer “nós” em vez de “eles”.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q23 Quando alguém elogia esta marca, sinto isso como um elogio pessoal.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q24 O meu compromisso em representar bem a marca aumenta à medida que conheço melhor a marca.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q25 Estou muito comprometido(a) em cumprir a promessa da marca perante os clientes.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q26 Esta organização tem um grande significado pessoal para mim.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q27 Ficaria feliz por passar o resto da minha carreira nesta organização.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q28 Neste momento, não tenho intenção de mudar para outra organização.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q29 A minha intenção de permanecer está relacionada com o facto de me sentir competente a cumprir a promessa da marca.

- ○ 1 - Discordo Completamente (1)
- ○ 2 - Discordo (2)
- ○ 3 - Não Concordo nem Discordo (3)
- ○ 4 - Concordo (4)
- ○ 5 - Concordo Completamente (5)

Q30 O meu desempenho na última avaliação superou as expectativas.

- 1 - Discordo Completamente (1)
- 2 - Discordo (2)
- 3 - Não Concordo nem Discordo (3)
- 4 - Concordo (4)
- 5 - Concordo Completamente (5)

Q31 Existem muitas oportunidades para eu melhorar o meu desempenho nesta organização.

- 1 - Discordo Completamente (1)
- 2 - Discordo (2)
- 3 - Não Concordo nem Discordo (3)
- 4 - Concordo (4)
- 5 - Concordo Completamente (5)

End of Block: Employee Engagement

Annex C – Employees Descriptive Statistics

Qual é o seu género?

	N	%
Masculino	55	45,8%
Feminino	61	50,8%
Prefiro não dizer	4	3,3%

Qual é a sua idade?

	N	%
18 - 24 anos	60	50,0%
25 - 34 anos	50	41,7%
35 - 44 anos	8	6,7%
45 - 54 anos	2	1,7%

Qual é o seu nível escolaridade?

	N	%
Ensino Profissional	6	5,0%
Ensino Secundário	48	40,0%
Licenciatura	56	46,7%
Mestrado	10	8,3%

Há quantos anos trabalha para a empresa?

	N	%
Menos de 1 ano	13	10,8%
1 a 3 anos	75	62,5%
4 a 6 anos	32	26,7%

Annex D – Customers Descriptive Statistics

Em que região reside?

		N	%
Norte		29	15,5%
Centro		22	11,8%
Lisboa		121	64,7%
Sul		14	7,5%
Omisso	Sistema	1	0,5%

Com que frequência visita uma loja IQOS?

	N	%
Apenas uma vez	27	14,4%
Ocasionalmente (1–2 vezes por ano)	24	12,8%
Regularmente	88	47,1%
Frequentemente (pelo menos uma vez por mês)	48	25,7%

Qual é o seu género?

	N	%
Masculino	73	39,0%
Feminino	103	55,1%
Prefiro não dizer	11	5,9%

Qual é a sua idade?

	N	%
Menos de 18 anos	1	0,5%
18 - 24 anos	113	60,4%
25 - 34 anos	41	21,9%
35 - 44 anos	18	9,6%
45 - 54 anos	7	3,7%
55 anos ou mais	7	3,7%

Qual é o seu nível escolaridade?

	N	%
Ensino Profissional	1	0,5%
Ensino Secundário	17	9,1%
Licenciatura	68	36,4%
Pós-graduação	19	10,2%
Mestrado	77	41,2%
Doutoramento	5	2,7%

Há quantos anos é utilizador de IQOS?

	N	%
Menos de 1 ano	17	9,1%
1 a 3 anos	66	35,3%
4 a 6 anos	85	45,5%
Mais de 6 anos	19	10,2%

Annex E – Internal Environment Dependability

Resumo de processamento de casos

		N	%
Casos	Válido	120	100,0
	Excluídos[a]	0	,0
	Total	120	100,0

a. Exclusão de lista com base em todas as variáveis do procedimento.

Estatísticas de confiabilidade

Alfa de Cronbach	Alfa de Cronbach com base em itens padronizados	N de itens
,745	,749	5

Annex F – Internal Marketing Dependability

Resumo de processamento de casos

		N	%
Casos	Válido	120	100,0
	Excluídos[a]	0	,0
	Total	120	100,0

a. Exclusão de lista com base em todas as variáveis do procedimento.

Estatísticas de confiabilidade

Alfa de Cronbach	Alfa de Cronbach com base em itens padronizados	N de itens
,857	,860	11

Annex G – Employee Satisfaction Dependability

Resumo de processamento de casos

		N	%
Casos	Válido	119	99,2
	Excluídos[a]	1	,8
	Total	120	100,0

a. Exclusão de lista com base em todas as variáveis do procedimento.

Estatísticas de confiabilidade

Alfa de Cronbach	Alfa de Cronbach com base em itens padronizados	N de itens
,900	,902	20

Annex H – Employee Commitment Dependability

Resumo de processamento de casos

		N	%
Casos	Válido	119	99,2
	Excluídos[a]	1	,8
	Total	120	100,0

a. Exclusão de lista com base em todas as variáveis do procedimento.

Estatísticas de confiabilidade

Alfa de Cronbach	Alfa de Cronbach com base em itens padronizados	N de itens
,503	,528	3

Annex I – Employee Identification Dependability

Resumo de processamento de casos

		N	%
Casos	Válido	119	99,2
	Excluídos[a]	1	,8
	Total	120	100,0

a. Exclusão de lista com base em todas as variáveis do procedimento.

Estatísticas de confiabilidade

Alfa de Cronbach	Alfa de Cronbach com base em itens padronizados	N de itens
,842	,847	8

Annex J – Employee Engagement Dependability

Resumo de processamento de casos

		N	%
Casos	Válido	119	99,2
	Excluídos[a]	1	,8
	Total	120	100,0

a. Exclusão de lista com base em todas as variáveis do procedimento.

Estatísticas de confiabilidade

Alfa de Cronbach	Alfa de Cronbach com base em itens padronizados	N de itens
,900	,902	20

Annex K - Internal Marketing-Employee Engagement Correlation

Correlações

		Employee_Engagement	Internal_Marketing	EE_Performance	EE_Loyalty	EE_Commitment	EE_Satisfaction	EE_Identification	IM_Recognition	IM_Environment	IM_Communication	IM_Participation	IM_Training
Employee_Engagement	Correlação de Pearson	1	,719**	,702**	,731**	,832**	,808**	,853**	,584**	,601**	,672**	,612**	,261**
	Sig. (2 extremidades)		<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	,004
	N	119	119	119	119	119	119	119	119	119	119	119	119
Internal_Marketing	Correlação de Pearson	,719**	1	,411**	,449**	,610**	,674**	,719**	,783**	,785**	,773**	,833**	,648**
	Sig. (2 extremidades)	<,001		<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001
	N	119	120	119	119	119	119	119	120	120	120	120	120
EE_Performance	Correlação de Pearson	,702**	,411**	1	,309**	,462**	,429**	,426**	,382**	,310**	,415**	,321**	,107
	Sig. (2 extremidades)	<,001	<,001		<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	,247
	N	119	119	119	119	119	119	119	119	119	119	119	119
EE_Loyalty	Correlação de Pearson	,731**	,449**	,309**	1	,539**	,470**	,542**	,357**	,364**	,461**	,414**	,108
	Sig. (2 extremidades)	<,001	<,001	<,001		<,001	<,001	<,001	<,001	<,001	<,001	<,001	,243
	N	119	119	119	119	119	119	119	119	119	119	119	119
EE_Commitment	Correlação de Pearson	,832**	,610**	,462**	,539**	1	,620**	,694**	,421**	,565**	,598**	,537**	,243**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001		<,001	<,001	<,001	<,001	<,001	<,001	,008
	N	119	119	119	119	119	119	119	119	119	119	119	119
EE_Satisfaction	Correlação de Pearson	,808**	,674**	,429**	,470**	,620**	1	,744**	,554**	,580**	,583**	,550**	,297**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001		<,001	<,001	<,001	<,001	<,001	,001
	N	119	119	119	119	119	119	119	119	119	119	119	119
EE_Identification	Correlação de Pearson	,853**	,719**	,426**	,542**	,694**	,744**	1	,597**	,590**	,607**	,619**	,308**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001	<,001		<,001	<,001	<,001	<,001	<,001
	N	119	119	119	119	119	119	119	119	119	119	119	119
IM_Recognition	Correlação de Pearson	,584**	,783**	,382**	,357**	,421**	,554**	,597**	1	,464**	,431**	,581**	,303**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001	<,001	<,001		<,001	<,001	<,001	<,001
	N	119	120	119	119	119	119	119	120	120	120	120	120
IM_Environment	Correlação de Pearson	,601**	,785**	,310**	,364**	,565**	,580**	,590**	,464**	1	,675**	,549**	,463**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001		<,001	<,001	<,001
	N	119	120	119	119	119	119	119	120	120	120	120	120
IM_Communication	Correlação de Pearson	,672**	,773**	,415**	,461**	,598**	,583**	,607**	,431**	,675**	1	,587**	,393**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001		<,001	<,001
	N	119	120	119	119	119	119	119	120	120	120	120	120
IM_Participation	Correlação de Pearson	,612**	,833**	,321**	,414**	,537**	,550**	,619**	,581**	,549**	,587**	1	,430**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001		<,001
	N	119	120	119	119	119	119	119	120	120	120	120	120
IM_Training	Correlação de Pearson	,261**	,648**	,107	,108	,243**	,297**	,308**	,303**	,463**	,393**	,430**	1
	Sig. (2 extremidades)	,004	<,001	,247	,243	,008	,001	<,001	<,001	<,001	<,001	<,001	
	N	119	120	119	119	119	119	119	120	120	120	120	120

Annex L – Customer Satisfaction-Customer Well-being Correlation

Correlações

		Customer_Satisfaction	Customer_WellBeing	CS_General	CS_Service	CS_Decision	CS_Revisit	CS_Recommendation	WB_Affective	WB_Lifestyle	WB_Functional	WB_Relational	WB_Autonomy	WB_Eudaimonic
Customer_Satisfaction	Correlação de Pearson	1	,588**	,830**	,816**	,806**	,810**	,734**	,682**	,226**	,390**	,608**	,370**	,331**
	Sig. (2 extremidades)		<,001	<,001	<,001	<,001	<,001	<,001	<,001	,002	<,001	<,001	<,001	<,001
	N	186	185	186	186	186	186	186	185	185	185	185	185	185
Customer_WellBeing	Correlação de Pearson	,588**	1	,611**	,549**	,458**	,465**	,346**	,772**	,621**	,691**	,790**	,599**	,734**
	Sig. (2 extremidades)	<,001		<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001
	N	185	185	185	185	185	185	185	185	185	185	185	185	185
CS_General	Correlação de Pearson	,830**	,611**	1	,731**	,682**	,620**	,422**	,769**	,240**	,435**	,637**	,347**	,308**
	Sig. (2 extremidades)	<,001	<,001		<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001
	N	186	185	186	186	186	186	186	185	185	185	185	185	185
CS_Service	Correlação de Pearson	,816**	,549**	,731**	1	,676**	,596**	,424**	,602**	,218**	,429**	,577**	,390**	,250**
	Sig. (2 extremidades)	<,001	<,001	<,001		<,001	<,001	<,001	<,001	,003	<,001	<,001	<,001	<,001
	N	186	185	186	186	186	186	186	185	185	185	185	185	185
CS_Decision	Correlação de Pearson	,806**	,458**	,682**	,676**	1	,580**	,363**	,514**	,238**	,348**	,475**	,295**	,190**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001		<,001	<,001	<,001	,001	<,001	<,001	<,001	,010
	N	186	185	186	186	186	186	186	185	185	185	185	185	185
CS_Revisit	Correlação de Pearson	,810**	,465**	,620**	,596**	,580**	1	,468**	,491**	,178*	,331**	,471**	,357**	,238**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001		<,001	<,001	,015	<,001	<,001	<,001	,001
	N	186	185	186	186	186	186	186	185	185	185	185	185	185
CS_Recommendation	Correlação de Pearson	,734**	,346**	,422**	,424**	,363**	,468**	1	,431**	,081	,128	,354**	,165*	,313**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001	<,001		<,001	,274	,081	<,001	,025	<,001
	N	186	185	186	186	186	186	186	185	185	185	185	185	185
WB_Affective	Correlação de Pearson	,682**	,772**	,769**	,602**	,514**	,491**	,431**	1	,329**	,455**	,677**	,372**	,520**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001	<,001	<,001		<,001	<,001	<,001	<,001	<,001
	N	185	185	185	185	185	185	185	185	185	185	185	185	185
WB_Lifestyle	Correlação de Pearson	,226**	,621**	,240**	,218**	,238**	,178*	,081	,329**	1	,371**	,373**	,193*	,296**
	Sig. (2 extremidades)	,002	<,001	<,001	,003	,001	,015	,274	<,001		<,001	<,001	,009	<,001
	N	185	185	185	185	185	185	185	185	185	185	185	185	185
WB_Functional	Correlação de Pearson	,390**	,691**	,435**	,429**	,348**	,331**	,128	,455**	,371**	1	,527**	,416**	,291**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001	<,001	,081	<,001	<,001		<,001	<,001	<,001
	N	185	185	185	185	185	185	185	185	185	185	185	185	185
WB_Relational	Correlação de Pearson	,608**	,790**	,637**	,577**	,475**	,471**	,354**	,677**	,373**	,527**	1	,428**	,473**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001		<,001	<,001
	N	185	185	185	185	185	185	185	185	185	185	185	185	185
WB_Autonomy	Correlação de Pearson	,370**	,599**	,347**	,390**	,295**	,357**	,165*	,372**	,193*	,416**	,428**	1	,233**
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	<,001	<,001	,025	<,001	,009	<,001	<,001		,001
	N	185	185	185	185	185	185	185	185	185	185	185	185	185
WB_Eudaimonic	Correlação de Pearson	,331**	,734**	,308**	,250**	,190**	,238**	,313**	,520**	,296**	,291**	,473**	,233**	1
	Sig. (2 extremidades)	<,001	<,001	<,001	<,001	,010	,001	<,001	<,001	<,001	<,001	<,001	,001	
	N	185	185	185	185	185	185	185	185	185	185	185	185	185

Annex M- Descriptive Statistics Employees Questionnaire

	N	Mínimo	Máximo	Média	Desvio padrão	Assimetria		Curtose	
	Estatística	Estatística	Estatística	Estatística	Estatística	Estatística	Erro Padrão	Estatística	Erro Padrão
Employee_Engagement	119	2,57	5,00	4,2590	,38581	-1,115	,222	3,259	,440
Internal_Marketing	120	2,18	5,00	4,4018	,41294	-1,716	,221	5,951	,438
EE_Performance	119	2,50	5,00	3,9580	,59866	-,740	,222	,538	,440
EE_Loyalty	119	2,00	5,00	4,4412	,52552	-1,632	,222	4,592	,440
EE_Commitment	119	2,67	5,00	4,2493	,45144	-,508	,222	1,262	,440
EE_Satisfaction	119	3,20	5,00	4,3546	,41451	-,684	,222	,304	,440
IM_Recognition	120	1,00	5,00	4,1917	,73674	-,961	,221	2,115	,438
IM_Participation	120	2,00	5,00	4,1125	,57782	-,618	,221	1,030	,438
IM_Training	120	3,00	5,00	4,7833	,48824	-2,228	,221	4,303	,438
IM_Communication	120	2,50	5,00	4,4417	,45919	-1,221	,221	2,814	,438
IM_Environment	120	2,40	5,00	4,4800	,42715	-1,368	,221	3,769	,438
EE_Identification	119	2,00	5,00	4,2920	,48502	-1,206	,222	3,187	,440
N válido (de lista)	119								

Annex N – Descriptive Statistics Customers Questionnaire

Estatísticas Descritivas

	N	Mínimo	Máximo	Média	Desvio padrão	Assimetria		Curtose	
	Estatística	Estatística	Estatística	Estatística	Estatística	Estatística	Erro Padrão	Estatística	Erro Padrão
Customer_WellBeing	185	2,56	5,00	4,1322	,49191	-,873	,179	1,681	,355
Customer_Satisfaction	186	1,93	5,00	4,3864	,52535	-1,225	,178	2,878	,355
CS_General	186	2,00	5,00	4,4014	,55140	-1,113	,178	1,523	,355
CS_Service	186	2,67	5,00	4,6165	,48260	-1,527	,178	2,314	,355
CS_Decision	186	2,00	5,00	4,4194	,69473	-1,076	,178	,997	,355
CS_Revisit	186	1,00	5,00	4,4731	,65910	-1,560	,178	4,510	,355
CS_Recommendation	186	1,00	5,00	4,0215	,92973	-,940	,178	,563	,355
WB_Affective	185	1,33	5,00	3,7892	,58463	-,314	,179	1,966	,355
WB_Lifestyle	185	1,00	5,00	4,5838	,76950	-2,745	,179	9,302	,355
WB_Functional	185	2,00	5,00	4,5676	,62295	-1,418	,179	2,150	,355
WB_Relational	185	2,00	5,00	4,2959	,54103	-1,567	,179	3,729	,355
WB_Autonomy	185	1,00	5,00	4,5351	,66766	-1,902	,179	5,638	,355
WB_Eudaimonic	185	1,00	5,00	3,0216	1,04235	,218	,179	-,350	,355
N válido (de lista)	185								

Annex O – Linear Regression Internal Marketing-Employee Engagement

Modelo	R	R quadrado	R quadrado ajustado	Erro padrão da estimativa
1	,719[a]	,516	,512	,26945

a. Preditores: (Constante), Internal_Marketing

Annex P – Factorial Analysis

Internal Marketing

Teste de KMO e Bartlett

Medida Kaiser-Meyer-Olkin de adequação de amostragem.		,859
Teste de esfericidade de Bartlett	Aprox. Qui-quadrado	466,697
	gl	55
	Sig.	<,001

Employee Engagement

Teste de KMO e Bartlett

Medida Kaiser-Meyer-Olkin de adequação de amostragem.		,880
Teste de esfericidade de Bartlett	Aprox. Qui-quadrado	849,720
	gl	190
	Sig.	<,001

Customer Satisfaction

Teste de KMO e Bartlett

Medida Kaiser-Meyer-Olkin de adequação de amostragem.		,892
Teste de esfericidade de Bartlett	Aprox. Qui-quadrado	964,152
	gl	36
	Sig.	<,001

Customer Well-Being

Teste de KMO e Bartlett

Medida Kaiser-Meyer-Olkin de adequação de amostragem.		,891
Teste de esfericidade de Bartlett	Aprox. Qui-quadrado	1014,503
	gl	91
	Sig.	<,001