



IMPLEMENTATION STRATEGIES OF A CRM SYSTEM FROM AN ENDOMARKETING PERSPECTIVE TO FOSTER POSITIVE ORGANIZATIONAL BEHAVIOR

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KEYWORDS

*Organization
Customer Relationship
Management
Commitment
Positive Organizational
Endomarketing*

ABSTRACT

A company with a strategic vision oriented towards business relationships seeks to adopt tools that help it achieve this goal. One of these tools could be Customer Relationship Management (CRM), which places the employee at the center of the organization, thus improving employee satisfaction and engagement. This, in turn, leads to optimized profitability and increased productivity in any type of business. Despite the existence of previous research on this topic, it is still necessary to deepen the analysis of the implications of the implementation of CRM tools.

Received: 30/07/2023

Accepted: 31/08/2023

1. Introduction

Today, companies face the challenge of standing out in a highly competitive market, especially those offering mass consumption products or commodities, whose prices are sensitive and differentiation is limited. To stand out, many companies have adopted strategies to optimize resources and capabilities, in particular, they have recognized the critical value of human resources at each stage of their value chain (Peteraf, 1993).

Fostering greater commitment and loyalty from employees, who are often referred to as "internal customers," can improve their well-being at work and increase their performance within the organization. However, obtaining this commitment is no easy task and requires a long-term approach, encompassing a range of strategic, operational and tactical actions, such as internal marketing plans (Committee et al., 2015).

The sum of all these actions aimed at building employee engagement can lead to significant differentiation that generates added value and allows the company to stand out in areas beyond price or the quality of the products it offers.

An effective tool for cultivating internal customer engagement and well-being is Customer Relationship Management (CRM). This process seeks to improve communication and understanding between the company and its employees, contributing to their job satisfaction and ultimately better performance (Winer & Neslin, 2015).

Companies must be dynamic and adapt to complex and constantly changing markets, staying one step ahead of their competitors in the search for competitive advantages (Kumar et al., 2011). In this context, the purpose of this paper is to analyze in depth the dimensions, background and, above all, the most significant consequences of implementing CRM systems. It focuses on how these systems can affect employee engagement with the company from a relationship marketing perspective. In addition, it investigates how CRM implementation can improve organizational behavior and, in turn, strengthen internal customer engagement, which could increase their performance and turn them into valuable allies in competition with other companies.

The paper is divided into two parts. First, a comprehensive review of the existing literature on relationship marketing, internal marketing, organizational commitment and CRM systems is conducted. This review focuses on definitions and key characteristics of the object of study. Secondly, a case study is proposed in a company engaged in the production and marketing of wheat-derived mass consumption products. Since these products are considered commodities with already established prices and little differentiation, this situation provides an ideal scenario to explore the application of relationship marketing as a strategy. In such circumstances, it is difficult for companies to stand out from the competition through traditional marketing strategies.

The planned study is empirical in nature and aims to determine whether the implementation of CRM systems from an internal marketing perspective can be an effective strategy that allows commodity trading companies to differentiate themselves in the marketplace and gain a competitive advantage. Emphasis is placed on the importance of knowledge of the company's internal environment as a fundamental component of its success.

In summary, this paper seeks to provide an in-depth understanding of how relationship marketing strategies, specifically the implementation of CRM systems from an internal marketing perspective, can influence employee engagement and improve organizational performance. Through an empirical case study, it is expected to shed light on the viability of this strategy in a context where differentiation is a constant challenge. Relationship marketing goes beyond traditional marketing approaches by focusing on building long-term relationships with customers. Innovation plays a crucial role in this paradigm, as it enables organizations to adapt to the changing needs and preferences of their audience. Innovation in relationship marketing can lead to increased customer satisfaction and loyalty and, ultimately, business success. By continuously innovating and adapting their strategies, organizations can better understand and meet the changing demands of their audience (Arosa Carrera, 2020).

The use of relationship marketing strategies was a response by some companies to a new prevailing order in the marketing of goods and the provision of services (Bruin-Reynolds et al. 2015). It is the process of identifying, establishing, maintaining and enhancing relationships with our customers or any other agent of interest to the company (Grönroos, 1994).

The shift from the traditional marketing mix to the application of relationship strategies was a real turning point in previous marketing theories, where, among other things, something as important as customer loyalty, commitment or feelings was left aside (Grönroos, 1994). One of the most important particularities of relationship marketing is that it is a function that must be shared by the entire organization. In other words, the responsibility for the implementation of marketing strategies should not fall on a single department, but should involve all the parties involved (Grönroos, 1994). This is important because it would strengthen the relationships between all areas of the company. Some of the areas involved are the business units, functional departments and especially the employees (Morgan & Hunt, 1994). This relationship between employees and the company can be of great strategic interest, since, by implementing a solid relational strategy, the organizational behavior of the company can be improved, in order to expect a greater economic benefit, due to the fact that the staff has become a key factor in the search for competitive advantages (Morgan & Hunt, 1994; Peteraf, 1993).

The study of relationship marketing has spread to fields such as human resources or organizational behavior, focusing especially on the relational point of view (San Martín, 2008). Thus was born internal marketing, which studies the relationships between employees, supervisors and the company, from that relational point of view (Morgan & Hunt, 1994). Companies can consider employees as internal customers, where the recognition given to them for their work is the fruit of their effort and dedication towards the organization (Bruin-Reynolds et al. 2015). Strengthening this relationship between employees and the company through the analysis of internal dimensions, such as, for example, the behavior of employees through their commitment to the company (San Martín, 2008), can make a significant difference in achieving general or specific objectives such as attracting new staff that is useful to the organization or retaining the good elements already in place (Campbell, 2003). For this purpose, internal marketing makes use of techniques used to sell the company's brand to its own employees (Lings, 2000). Even so, few organizations have implemented internal marketing because of a lack of knowledge of these techniques (Rafiq & Ahmed, 2000). To begin with, what they could do is to carry out an investigation of their internal market, train the personnel, communicate the strategies to them, encourage them and develop a dynamic structure to collect new ideas and suggestions (Quintanilla, 1992).

In a labor context of change in human resources management, internal marketing can provide a different approach that helps to better link the inside with the outside of the company, through trust and relational norms. This requires a relational culture, commitment and acceptance of the parties involved, for these rules to be effective (San Martín, 2005). In this same context, it is also important for companies, and especially for the human resources department, to hire, train and motivate personnel, so that they work correctly with each other (Quintanilla & Bonavía, 1993).

Internal marketing or endomarketing refers to strategies and practices aimed at promoting employee satisfaction, commitment and loyalty within an organization. In a study conducted by Araque Jaimes, a positive relationship is found between internal marketing and organizational commitment. It suggests that when employees perceive that their organization values and supports them through effective internal marketing practices, they are more likely to feel committed to the organization and its goals. The article highlights the importance of internal marketing in fostering a positive work environment, improving employee motivation, and ultimately improving organizational performance. It emphasizes the need for organizations, especially in the technology development sector, to invest in internal marketing strategies to strengthen employee engagement and retention (Araque-Jaimes, D. L., Sánchez-Estepa, J. M., & Uribe-R, A. F, 2017). Paz, Huamán and Tarillo in their research conducted point out that endomarketing has a positive effect on organizational commitment and job satisfaction. The authors suggest that organizations should invest in endomarketing strategies to improve employee engagement and satisfaction. The importance of endomarketing is highlighted in its approach that seeks to promote a positive work environment and improve employee well-being. It emphasizes the need for organizations to recognize the importance of employee satisfaction and engagement and invest in strategies that promote a positive work culture. The article concludes by emphasizing the need for organizations to take a proactive approach to managing employee satisfaction and engagement. It suggests that organizations should invest in employee development, provide opportunities for growth and advancement, and foster a positive work environment to improve employee satisfaction and engagement.

This encompasses a concept of internal customer which is a term that comes from the internal marketing perspective. This term has its origins decades ago and was popularized in the book "Internal Customer Service" by Albrecht (1992), in which he expresses the idea that, "if you want things to work on the outside, the first thing you must do is to make them work on the inside". Not long ago the internal customer was still known as the subordinate, but nowadays the internal customer is all those people who, through a selection and recruitment process carried out by companies, are chosen and hired to perform a specific task in an assigned job, where they will have a direct boss to whom they will report results and also have duties and rights as active members of an organization (Robbins & Judge, 2009). Although these results can be positive or negative, what we want to achieve through marketing strategies are positive results. In this sense, the company will direct its efforts towards this, seeking to generate in its workers a Positive Organizational Behavior that will result in a positive work environment (Campbell, 2003), which as we will see later will also influence the commitment of workers and therefore their results, which are the overall results of the company. It is important to emphasize that the internal customer is the tangible resource that the company has at its disposal for value generation processes, but as long as it is not engaged or exploited, it will not generate any competitive advantage for the company (Barney, 2001).

In the research conducted by Prieto, Postigo, Cuesta and Muñiz in 2011, it is highlighted that work engagement is a positive psychological state that implies high levels of energy, dedication and absorption at work. The authors argue that work engagement is influenced by both organizational factors, such as job design and leadership, and individual factors, such as personality traits. The paper presents empirical evidence supporting the idea that work engagement is both an organizational attribute and a personality trait. The authors suggest that organizations can foster work engagement by creating a positive work environment, providing employees with meaningful work, and promoting their well-being. The research concludes by emphasizing the need for organizations to recognize the importance of work engagement and its impact on employee performance and well-being. It suggests that organizations should invest in strategies that promote work engagement, such as job creation, employee development, and work-life balance initiatives (Prieto-Díez, F., Postigo, Á., Cuesta, M., & Muñiz, J. 2021).

Organizational behavior is closely linked to psychology (Robbins, 1998), being a concept that helps to understand the way people act within organizations (Robbins & Judge 2009). Its field of study encompasses the understanding of people's behaviors, actions and general attitudes (Gordon, 1996), in addition to investigating the impact that individuals and groups have within organizations, with the purpose of applying that knowledge to improve them (Robbins, 1998). Regardless of where an organization is located, it is necessary to understand its organizational behavior (Davis & Newstrom, 1990). Within the general study of organizational behavior is Positive Organizational Behavior (POP), which arises from the field of study of positive psychology (McGregor, 1960). This term refers to the scientific study of human strengths and virtues (Sheldon & King, 2001). POP focuses on factors such as happiness, autonomy, self-regulation, optimism and hope for the achievement of positive outcomes such as health, talent and creativity (Seligman & Csikszentmihalyi, 2000). POP refers to the study and application of positive human resource strengths and psychological capabilities to effectively enhance the development and performance of people in the workplace (Luthans, 2002). Among the capabilities and characteristics that employees may have as key factors within a COP we can have work well-being, work flow³, hope, optimism, resilience, kindness, humor, generosity or self-efficacy (Nelson & Cooper, 2007). For this paper we will focus on well-being and work flow because they are the most related to the work environment. Now it is important to mention that the health of an individual has long been considered as a combination of physical, social and mental well-being (WHO, 1948). In this context, employee well-being is defined as a holistic construct comprising not only physical and social elements (Danna & Griffin, 1999), but encompassing deep psychological aspects that influence the definition of what a person can really become (Luthans et al., 2003). From the POP point of view, work well-being is understood as, a sense of well-being that derives from good working conditions and achieving professional goals and accomplishments (Martinez, 2004).

Using solid theoretical foundations within the Positive Organizational Behavior literature, well-being at work is also identified as a positive attitude that can influence employee performance and commitment, curbing negative behaviors such as tardiness, absenteeism or turnover (Kreitner et al.,

2002). Having a good attitude and feeling good seems to incentivize internal customer performance, in the form of behaviors that are desirable for the company's goals. The well-being of employees in companies is directly related to their success, since a worker who is poorly cared for or who feels that he/she is not taken into account may stop working with the company, threatening the objectives and goals he/she may have (Robbins & Judge 2009).

To understand work flow, it is important to quote Csikszentmihalyi's (1982) definition, which defines it as a state of people involved in a work activity where it does not matter what happens around them. Previous research finds a positive correlation between employees' work flow, positive attitude, engagement, perceived fulfillment of intrinsic needs, and job performance (Bolton & Tarasi, 2007). Furthermore, they suggest that flow in various work environments, especially in those linked to people, such as human resources, sales, customer service or industrial safety (Salanova et al., 2005), produces greater involvement, absorption and satisfaction on the part of the internal customer, together with positive experiences in those environments (Csikszentmihalyi, 1982). Flow is a multidisciplinary construct, as it can occur at work, at leisure or at home (Fluegge, 2008). Initially, research focused mainly on the latter (Csikszentmihalyi, 1975), but nowadays flow is also studied from other points of view, such as the relationship between technology and work flow. The introduction of technologies in the world of work also offers multiple advantages, such as CRM systems, which facilitate work integration and communications, showing that the use of technologies in a work context could increase the probability of experiencing work flow (Nilan, 2000), and in turn other feelings and behaviors, such as Organizational Commitment. Work flow can be measured through variables such as perceived competence, absorption and satisfaction or intrinsic interest of personnel within a company.

For Piriyaikul, personalized marketing is a customer-centric approach that focuses on building long-term relationships with customers. He emphasizes the importance of listening to customer feedback and using it as a means of understanding their needs and preferences. The author suggests that personalized marketing can be achieved through efficient feedback management, which involves identifying the root cause of negative feedback, addressing it in a timely manner, and following up with the customer to ensure customer satisfaction. The research presents empirical evidence supporting the idea that effective feedback management can lead to increased customer satisfaction and loyalty. The research concludes by highlighting the need for organizations to adopt a tailored marketing approach and invest in effective feedback management strategies. It suggests that organizations should consider customer feedback as an opportunity to improve their customer relationships and boost their overall business performance. (Piriyaikul,2023)

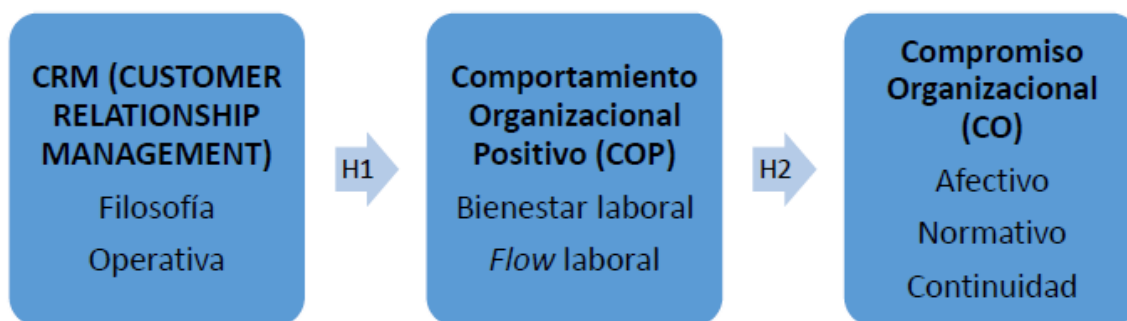
Research on Organizational Commitment (OC) distinguishes three different dimensions: affective commitment, normative commitment and continuance commitment (Allen & Meyer, 1990). In the workplace, affective commitment reflects the employee's emotional relationship with the company's values and objectives, and the employee's identification with the company (Allen & Meyer, 1990). Feelings of belonging and affection appear that make the employee want to be in the company (Ruiz-Alba, 2013), which could result in the desire for permanence and job satisfaction (San Martin, 2008). Normative commitment has to do with a sense of duty, loyalty and responsibility towards the company derived from agreements or norms shared between the parties (Allen & Meyer, 1990; Ruiz-Alba 2013). Thus, the employee is determined to contribute to the company's goals, while helping the development of other employees and encouraging people from outside the company to come and work for it (Ruiz-Alba, 2013). Continuity commitment reflects the intention to continue working for the same company in a forced way, for example, because of the salary received (Allen & Meyer, 1990; Ruiz-Alba, 2013). The worker feels that he/she "has" to be in the organization, so that in many cases his/her performance is minimal, even increasing absenteeism and a possible intention to leave the company (Allen & Meyer, 1990; Ruiz-Alba 2013). Robbins (1998) defines continuity commitment as a state in which an employee identifies with and wants to remain working in an organization. Irma Máñez in her research examines the influence of organizational culture and affective commitment on internal knowledge transfer. The study finds that organizational culture and affective commitment have a positive effect on internal knowledge transfer. The article highlights the importance of organizational culture and affective commitment in promoting knowledge transfer within organizations. It emphasizes the need for organizations to foster a positive culture and promote affective commitment among employees to enhance knowledge transfer.

The research concludes by emphasizing the need for organizations to recognize the importance of knowledge transfer and its impact on organizational performance. It suggests that organizations should invest in strategies that promote a positive culture, foster affective engagement, and enhance knowledge transfer (Maynez, 2016).

2. Methodology

The ability of organizations to leverage the skills and improve the practices of their personnel, through the fulfillment of their intrinsic or extrinsic needs, can determine the results of success or failure of their services (Martín et al., 2009). An example of the results that can be obtained is the fulfillment of extrinsic goals such as the acquisition of a material good or intrinsic goals such as well-being or work flow (Csikszentmihalyi, 1982; Palmero et al., 2002; Martín et al., 2009). The implementation of CRM systems although a demanding and complex initiative that involves the full commitment and support of all stakeholders, can contribute to leverage the aforementioned skills and practices of staff (Habul et al. 2017; Chen & Popovich, 2003).

Figure 1 Conceptual model



Source: Own elaboration based on the literature consulted.

The study was conducted by applying surveys to collect information from Moderna Alimentos employees in four cities in Ecuador: Quito, Manta, Cajabamba and Cayambe. Moderna Alimentos was selected based on its similarity to other food companies in Ecuador in terms of management and business models. In addition, the company complies with all labor, environmental, and customs regulations. Ecuador is a diverse country, with three distinct natural regions: the coast, the highlands, and the east, and Moderna Alimentos has factories in each of these regions, as well as other business locations throughout the country. This results in a wide diversity of employees. Therefore, the sample of employees for this company is likely to adequately reflect the Ecuadorian working population.

Information on the independent and moderating variables (CRM, flow and well-being at work) will be collected from personnel working in the production facilities, while the dependent variable (Organizational Commitment) will be assessed for employees in administrative and supervisory roles, in order to reduce possible errors. Several sources will be used to collect data related to these variables, in order to avoid the potential subjectivity associated with employee self-assessments. In addition, the importance of anonymity and confidentiality of all participants will be emphasized, which will help to ensure the accuracy and validity of their responses (Podsakoff et al., 2003).

Table 1 Data sheet

Features	Survey
Universe	Employees in different positions in the factories of Moderna Alimentos S.A. located nationwide.
Geographic scope	Country Ecuador: in the cities of Quito, Manta, Cajabamba and Cayambe
Sample size	400 employees will be selected from the company's 700 employees, a good response rate is expected.

Sampling	The accessibility we have to this company due to the good relationship with its top executives will allow us to work with the convenience sampling method.
Questionnaire	Different questionnaires would be used for all employees, adapting well-established scales for all constructs. The scales could use Likert-type response formats.
Representativeness	All of this fairly represents the working population of this company.

Source: Authors

H1. The implementation of a CRM has a positive influence on POP. In an environment where organizations face increasing pressures to improve their performance, the ability to integrate and leverage knowledge about their internal customers becomes crucial (Vera-Muñoz et al., 2006). The success of the services offered by these organizations depends largely on their ability to satisfy the intrinsic and extrinsic needs of their staff (Martín et al., 2009). This includes goals such as the acquisition of material goods or the pursuit of well-being and job flow (Csikszentmihalyi, 1982; Palmero et al., 2002; Martín et al., 2009).

The implementation of CRM systems, despite being a challenging initiative that requires the commitment of all stakeholders, can significantly contribute to improving the skills and practices of staff (Habul et al., 2017; Chen & Popovich, 2003). CRM acts as a tool that can intervene and coordinate various areas of the company, such as sales, marketing, customer service, resource planning and more, with the goal of maximizing every interaction with internal customers and fostering organizational commitment (Luthans et al., 2003). Another advantage of CRM is its ability to increase firm profitability and productivity (Letaifa & Perrien, 2007). This is achieved, in part, by attracting new talented employees and reducing employee turnover (Chiesa de Negri, 2005). Maintaining a solid and lasting employment relationship is essential to achieve strategic objectives and organizational commitment (San Martin, 2008).

CRM thus becomes a fundamental part of an employee-centric strategy, which is based on gathering detailed information about internal customers in order to provide them with meaningful value and foster organizational commitment (Letaifa & Perrien, 2007). Organizations should strive to understand the needs of their employees and anticipate to provide them with job offers that match those needs, such as promotion opportunities or salary increases (Lin & Chang, 2011). CRM not only seeks to retain (loyalty) internal customers, but also to boost their professional growth, which motivates companies to deepen their knowledge about them (Furry & Curry, 2008). Organizations that have successfully implemented CRM systems to retain their staff are often recognized as companies with a high level of organizational commitment (Salanova et al., 2014).

In summary, the relationship between CRM and organizational commitment is based on the effective management of interactions between the company and its internal customers, focusing on the identification, involvement and strengthening of key relationships, such as the well-being and flow of people (Greenberg, 2010). These factors ultimately contribute to greater organizational commitment.

H2. Positive Organizational Behavior (POB) positively influences Organizational Commitment (OC). Positive organizational commitment (POB) is defined as the application of strengths and capabilities positively oriented toward the well-being and work flow of internal employees in an organization (Luthans et al., 2004; Robbins, 1998). Traditionally, companies have tried to retain employees through methods such as increasing their salaries. However, research has shown that this is not the most effective strategy to achieve employee engagement (San Martin, 2008). Instead, creating a favorable work environment, where employees feel valued and perceive that there is no better place to work, can strengthen their affective commitment, which translates into a genuine emotional connection to the company's values and goals (Allen & Meyer, 1990). POP contributes to the flourishing of feelings of belonging and affection, which generates a deep emotional commitment on the part of employees and a genuine desire to stay with the company. Some companies have achieved this and are recognized as "best companies to work for" in lists such as Bestworkplaces, which generates an effect where current employees want to stay and others seek to work in those organizations (Ruiz-Alba, 2013). The most effective way to achieve lasting commitment, and thus keep employees in an organization for the long

term, is through building a strong affective commitment. This type of commitment is mainly determined by the relationship and interaction between the company and its employees, which involves active participation and a continuous exchange of information (San Martin, 2008). Previous research on positive organizational behavior (POB) has established that strengthening employees' resources, skills and characteristics, such as their well-being and smooth work experience, can have a positive impact on organizational outcomes, contributing to the achievement of organizational commitment (Luthans et al., 2007).

CRM: Customer Relationship Management (CRM) simplifies and improves relationships between the company and its employees, streamlining processes and promoting a successful relationship between all parties involved. However, due to the increasing pressure on senior management and department leaders to demonstrate immediate results with CRM initiatives, conventional metrics used to understand internal customers are often based on indicators such as Return on Investment (ROI), employee attrition rate, employee retention rate, overall satisfaction level as measured by the percentage of employees contacted who express some degree of dissatisfaction, complaints or grievances, sources of job opportunities and job offers obtained by employees (Buttle, 2004; Greenberg, 2010; Malthouse, 2013). However, there is now a shift towards the adoption of new CRM metrics that not only focus on traditional indicators, but also consider emerging issues that could impact internal customers and are critical to the company's objectives (Greenberg, 2010). An example of this is the metric called "listening to whispers" developed by PwC, which analyzes the frequency with which an issue is mentioned compared to historical patterns. This metric is not static, as it is evaluated over time and compared to current patterns. For example, in the context of a company's intranet, this metric can detect whether there is a recurring topic that requires attention (Greenberg, 2010).

Positive Organizational Behavior: In relation to job flow, existing research and literature point to three fundamental experiences that can be considered when measuring this variable: perceived competence, absorption and satisfaction or intrinsic interest. Perceived competence refers to confidence in personal skills and abilities to successfully perform a work task. Absorption describes a state of deep concentration where one feels that time passes quickly. Intrinsic satisfaction relates to the enjoyment derived from performing the task itself, i.e., the satisfaction that comes from carrying out the task (Salanova et al., 2005; Salanova et al., 2014). Regarding occupational well-being, the general occupational well-being questionnaire developed by Josep M. Blanch, Miguel Sahagún, Leonor Cantera and Genís Cervantes of the Autonomous University of Barcelona in 2010 can be used as a reference tool. This questionnaire is composed of a series of closed questions organized according to a theoretical model that considers general well-being at work (qBLG) as a variable that encompasses two main dimensions. The first dimension is psychosocial well-being, which includes aspects such as emotions, competencies and expectations. The second dimension is related to collateral effects, such as somatization, burnout and alienation in the work environment (Josep M. Blanch, Miguel Sahagún, Leonor Cantera, Genís Cervantes, 2010). Organizational commitment: To assess normative commitment and affective commitment, it is possible to use the measurement scales developed in the studies of Allen and Meyer (1990). Likewise, continuance commitment could be evaluated using the adaptation proposed by San Martin (2008), which is based on the indicators presented in the works of Kim and Frazier (1997) and Ruyter and Wetzels (1999).

According to Yin (1994), the case study method is considered appropriate when investigating complex phenomena that require analysis in their natural context. In this context, this study focuses on understanding how the adoption of a customer relationship management (CRM) system by a company in the food industry could impact the Positive Organizational Behavior and Organizational Commitment of its internal employees. It is important to note that this company is a pioneer in the implementation of CRM systems in its industry, which until now had not experienced such an approach. Moderna Alimentos S.A. is a business conglomerate in the food sector that was formed through the merger of five companies, making it the largest milling group in Ecuador. With more than a century of history, Moderna Alimentos currently employs approximately 700 people in both administrative and production roles and operates five production plants nationwide. Its products range from the production to the marketing of wheat-related items such as flour and bread. As these products are considered commodities, the company has sought ways to add value to them and differentiate itself from the competition. In this regard, the

company has identified that differentiation lies in the quality of the service offered, which requires in-depth knowledge of its personnel.

Moderna Alimentos' internal employees now seek greater involvement in the company's operations, want to be informed about developments, and expect their work to be recognized. To achieve effective alignment between the needs of the company and those of its employees, it is necessary to explore new strategic and technological tools that can manage the information needed to make these adjustments. That is why the current CEO of the company, convinced that human talent is the most valuable asset, has decided to implement a CRM system as a tool to promote and improve Positive Organizational Behavior. In addition, he seeks to increase the commitment of internal employees, aware that this can generate benefits up to 30 times greater compared to hiring new employees (Gupta & Lehmann, 2002).

In this context, it is proposed that the implementation of a CRM system could play a fundamental role in creating an environment conducive to the company's Organizational Behavior, anticipating and satisfying the expectations and needs of employees in all areas of the organization. This, in turn, would lead to increased employee well-being and, as a result, increased employee development and performance, which would translate into increased profitability for the company (Bolton & Tarasi, 2007).

Figure 2 Evolution of the company Moderna Alimentos S.A.



Source: Moderna Alimentos

3. Results

This study had a dual objective. First, it focused on the exploration of the main definitions and variables associated with Customer Relationship Management (CRM), Positive Organizational Behavior and Organizational Commitment. Secondly, as a continuation of this analysis, it was proposed to investigate the interconnections between these variables, particularly in the specific context of a company in Ecuador. Despite the abundance of previously published studies on these topics, they still maintain their innovative character due to the lack of consensus in the definition of some of them and their continuous evolution, as observed in the case of Customer Relationship Management (CRM) (Sin et al., 2005). From an academic perspective, this paper aims to identify the possible relationships between variables such as CRM, Positive Organizational Behavior (POP) and Organizational Commitment (OC) through a comprehensive review of the literature in these fields. In addition, an empirical analysis of these concepts is proposed.

The hypotheses put forward suggest the existence of linear and positive relationships between these variables, which opens the door to the possibility that the results of the empirical study will enrich academic knowledge on these issues and provide a greater understanding of how organizations behave

when incorporating CRM into their marketing strategies. An additional contribution in academia is the ability to focus on the perspective of the firm, as most previous work focuses on the consumer, thus allowing us to work with a real firm in this study. This study has provided an in-depth view of the relationship between the implementation of a CRM system from an endomarketing perspective and its impact on Positive Organizational Behavior (POB) and Organizational Commitment (OC) in the context of Moderna Alimentos S.A. The results and discussions are divided into three key parts: the influence of CRM on POB, the influence of POB on OC, and the overall implications of CRM implementation from an endomarketing perspective. Our results confirm hypothesis H1 that CRM implementation positively influences COP. The implementation of CRM at Moderna Alimentos has significantly improved communication and understanding between the company and its internal employees. This system has allowed for greater personalization in employee relations, providing them with a sense of recognition and appreciation.

In addition, CRM has facilitated the identification of and proactive response to employees' needs, thus improving their perception of competence and their well-being at work. The company has used CRM as a tool for collecting and analyzing employee data, which has led to the creation of targeted development and recognition programs, increasing employee engagement and job satisfaction. One of the key ideas explored in this context is the adoption of Customer Relationship Management (CRM) tools as a business philosophy (Greenberg, 2010). This perspective could play a key role in fostering Positive Organizational Behavior and, as a result, in strengthening Organizational Commitment. This, in turn, has generated a growing interest among top management in retaining and satisfying the needs of their staff (Winer & Neslin, 2015). Our results also support hypothesis H2 that Positive Organizational Behavior (POP) positively influences Organizational Commitment (OC). The study revealed that employees who experience higher COP, characterized by higher perceived competence, higher absorption in their tasks, and higher intrinsic job satisfaction, tend to develop stronger commitment to the organization.

Affective commitment, in particular, was reinforced by the presence of POP. Employees who feel that their work is meaningful and that the company values their contributions are more likely to develop a deep emotional connection to the organization. This translates into greater loyalty, retention and sustainable performance. When employees perceive that they work in a favorable work environment, where their contribution is valued and their efforts are recognized, they experience a sense of well-being at work that acts as a motivator to continue their career with the same organization (Robbins & Judge, 2009).

The successful implementation of CRM from an endomarketing perspective at Moderna Alimentos highlights the importance of viewing employees as valued internal customers. The company has used CRM to improve the company-employee relationship, increase job satisfaction and engagement, and ultimately achieve a positive impact on organizational performance. This study underscores the need for organizations to adopt more holistic approaches to human resource management, focusing on employee well-being and satisfaction as critical factors for business success. The endomarketing strategy, supported by effective CRM implementation, is presented as an effective model for achieving this goal with the provision of significant insights into how strategies for implementing a CRM system from an endomarketing perspective can foster Positive Organizational Behavior and ultimately improve Organizational Engagement in a real company. These results have practical implications for other organizations seeking to improve their human resource management and business performance.

4. Conclusions

In the course of this research, we have thoroughly explored the relationship between Customer Relationship Management (CRM), Positive Organizational Behavior (POP), Organizational Commitment (OC) and endomarketing in the context of Moderna Alimentos, a representative company in Ecuador. The results obtained shed light on several crucial aspects that can have a significant impact on human resource management and business strategies in a constantly evolving business world. First, our findings highlight the relevance of CRM as a tool that goes beyond external customer relationship management. At Moderna Alimentos, CRM implementation not only simplifies and improves relationships with internal employees, but also has the potential to positively influence their COP. This

reflects a shift in the traditional perception of CRM, which has evolved into a broader business philosophy that seeks the satisfaction and engagement of both external and internal customers. Second, this study reinforces the idea that POP is an essential factor in achieving a high level of CO. Creating a positive work environment, where employees feel valued and emotionally committed to the organization, leads to a greater likelihood of retaining employees in the long term. This is consistent with the endomarketing strategy, which focuses on treating employees as internal customers and providing them with an attractive and satisfying workplace. Third, the crucial role of endomarketing in fostering employee engagement and retention is highlighted. The perspective of considering employees as internal customers, and thus as individuals whose needs and expectations must be met, emerges as an effective strategy in the modern business environment. Moderna Alimentos, by prioritizing the well-being and engagement of its internal employees, shows the way to more effective human resource management and higher productivity.

In conclusion, this study contributes to academic and business knowledge by highlighting the importance of considering internal employees as an integral component of CRM, COP and CO strategies. Moderna Alimentos, through its focus on endomarketing, provides an example of how a company can manage effective relationships with its staff, promoting satisfaction, engagement and, ultimately, organizational success. These findings provide a solid foundation for future research and business practices focused on human capital as a key strategic asset.

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