THE CONVERGENCE BETWEEN HUMAN RESOURCES MANAGEMENT AND MARKETING: DETERMINING FACTORS OF ORGANIZATIONAL COMMUNICATION INFLUENCING INTERNAL COSTUMERS SATISFACTION

A CONVERGÊNCIA ENTRE A GESTÃO DE RECURSOS HUMANOS E O MARKETING: A INFLUÊNCIA DA COMUNICAÇÃO ORGANIZACIONAL NA SATISFAÇÃO DOS CLIENTES INTERNOS

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Abstract

Human Resources Management and Marketing have long been showing signs of joint action in favor of the company's benefits. This is achieved through internal consumer satisfaction and organizational communication as key factors in the union of the two sciences. Based on this assumption, the objective of this paper is to analyze the convergence between Human Resource Management and Marketing and, simultaneously, identify the factors underlying organizational communication capable of influencing internal customer satisfaction. The results reveal that interpersonal communication, the intention to turnover and the organizational climate enhance internal customer satisfaction.

KEYWORDS: Human Resources, Marketing, Organizational Communication, Satisfaction

Resumo

A Gestão de Recursos Humanos e o Marketing há muito que mostram sinais de atuação conjunta em prol dos benefícios da empresa. Tal é alcançado por meio da satisfação do cliente interno e da comunicação organizacional como fatores-chave na união das duas ciências. Partindo deste pressuposto, o objetivo do artigo é analisar a convergência entre a Gestão de Recursos Humanos e o Marketing e, simultaneamente, identificar os fatores subjacentes à comunicação organizacional capazes de influenciar a satisfação do cliente interno. Os resultados revelam que a comunicação interpessoal, a intenção de turnover e o clima organizacional potencializam a satisfação do cliente interno.

Palavras Chave: Recursos Humanos, Marketing, Comunicação Organizacional, Satisfação

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1. INTRODUCTION

Globalization has led to the emergence of more demanding customers and more competitive markets. It became critical that organizations begin to be more assertive about work-related issues, their costs, and internal and external organizational relationships (Santos, 2004). It was perceived that people are the most precious asset of organizations and, as such, Human Resource Management (HRM) has become indispensable in this context since the internal customer is the factor that allows organizational competitiveness (Freitas, Souza, Teixeira & Jabbour, 2013).

Faced with this new paradigm, the HRM started to focus on strategies that made each employee the organization's way of differentiating itself from its competitors. HRM is no longer focused only within the organization, but is also attentive to issues related to the nuances of Marketing, more specifically to the opportunities and threats that exist (Lindon, Lendrevie, Rodrigues, Lévi & Dionísio, 2011).

Facing this environment lived by the organizations, the combination of Marketing and HRM becomes fundamental to reach the satisfaction of both internal and external clients, thus making it vital to eliminate paradigms and barriers between these two areas (Bohnenberger, 2005).

Given that the time spent in an organization dedicated to communicative behavior is estimated to be between 50 and 80% of the total time, communication is thus a reliable indicator for understanding the functioning of organizations (Giri & Pavan Kumar, 2010). It is in this perspective that organizational communication is approached as the central element of this article.

In turn, the satisfaction of internal clients is determined by the organizational communication, since the perception of a collaborator with regard to the style of communication, credibility and content of what is transmitted by its superiors, as well as the organizational communication system, influences to their satisfaction (Giri & Pavan Kumar, 2010).

Regarding the structure of the work, the following is considered: in the second section, a review of the literature on the convergence between HRM and Marketing, as well as the determinants of organizational communication influencing internal customer satisfaction and this section ends with the hypotheses and proposal of the research model; in point three the type of study is defined as the population, method of data collection and sample; in point 4, the data obtained is analyzed in order to determine the influence of the determinants of organizational communication relative to internal customer satisfaction. In the last point the final considerations are presented.

2. REVIEW OF LITERATURE

2.1. The importance of the convergence between HRM and Marketing

In the competitive environment in which companies are embedded, it is essential to find solutions that allow organizations to be sustainably competitive. In this sense, it was perceived that one of the essential solutions is the focus on the internal customer, identifying it as a differentiating element (Bohnenberger, 2005).

The internal customer concept means that each employee is both a supplier and a customer to the organization, so the organizational work environment can be thought of as a series of transactions between customers and suppliers (Rafiq & Ahmed, 1993). The client is within the organization and, in this sense, it is a fact that the employees are the internal customers of the company and the internal products are the activities that they perform, which must meet their needs and desires, regardless of whether he is part of a public or private company (Mainardes & Cerqueira, 2015).

Transactions that occur between an employee and his / her superior are no less real than the transactions between a consumer and a company. The difference is that the former transact hu-

man resources and the latter goods and services. In a way, employees represent a primary internal market for the organization, where the competitive advantage in the market is goes to the organizations that are able to provide adequate service to their internal and external customers (Hales, 1994).In this way, as external customer satisfaction is positive for the company, it can thus be said that the attraction and retention of employees generates a competitive advantage for any organization (Mainardes & Cerqueira, 2015).

If today companies followed this traditionally established type of ideology, they would not be able to respond to the demands of both consumers, who have a perspective focused on the high standards of quality by the organizations, and employees who want to participate in decision making and organizational policies in order to be involved in the production of goods and provision of services in the company. This change of paradigm was felt even in the denomination of each element of the organizational team: each person working in the organization is called a collaborator and not a worker (Lindon *et al....*, 2011).

It is in this new paradigm that HRM is based: a management that makes each employee make the organization different from the others and help create the corporation's identity, through their individual contribution to the development of the company. Thus, HRM no longer focuses only on the internal world of the organization, but also on Marketing, especially in terms of opportunities and threats that determine its practicability. (Lindon *et al....*, 2011).

Focusing on the global orientation of the organization, Internal Marketing arises, and since it is composed of strategic management, organizational culture, human resources, intellectual capital and organizational reputation, objectives of each organization can be achieved (Lindon *et al....*, 2011). In this way, it is fundamental that there is a focus on meeting their needs, as well as on their motivation through Internal Marketing, which should precede any procedure related to External Marketing. Internal Marketing arises in the sense of reaching the objectives of the organizations through the motivation of the collaborators, since this helps in the attraction and retention of the internal client (Azêdo & Alves, 2013).

The focus of Marketing is thus no longer just the external customer, but also the internal customer. Only organizations that are differentiated and able to respond to the demands of the market are able to survive and this is where the importance of Internal Marketing in the company is denoted, since it will allow to create a customer-focused organizational culture, resilience and a corporate spirit regarding business projects (Lindon *et al....*, 2011).

The promotional communications can be carried out in cooperation with employees or even tested between employees in order to make them conscious. (Hales, 1994). It is in this sense that the importance of the convergence of HRM and Marketing is highlighted, since the use of traditional HRM concepts and methods alone would not be able to respond to this globalized and demanding market, being essential the application of Internal Marketing tools in all organizations (Lindon *et al....*, 2011). Thus, it can be said that Internal Marketing is a form of Strategic HRM in a field focused on Marketing (Bohnenberger, 2005).

Organizational success will depend on motivated employees with a competency profile prepared to respond to the needs and requirements of the future and with high levels of performance (Lindon *et al....*, 2011). Within the scope of the importance of the competency profile associated to organizational success, it is very important to invest in human capital by companies, since they are the people that promote organizational success and differentiation. Thus, one of the main organizational challenges is precisely the retention and preparation of the people who will allow the company to achieve the results, by identifying the skills that will lead to success in the medium and long term. Therefore, it is crucial that organizations identify the most valuable skills and their gaps, since people with an appropriate competency profile can be differentiating and contribute to achieving the goals and desired outcomes (Ceitil, 2016).

Some authors also point out that it will make sense, in a futuristic perspective, to combine Marketing and HRM in order to create a single department that is able to focus on the internal customer while focusing also on the external customer.

According to published studies, the convergence between HRM and Marketing can be analyzed in terms of organizational communication and internal customer satisfaction, determined by factors such as the organizational climate, turnover intention, customer orientation and interpersonal communication.

2.1.1. Organizational Communication

Organizational communication is a theoretical variable that measures the level of information transmission between employees regarding the workplace and the work itself. This type of communication occurs within a social system composed of interdependent groups that try to achieve common goals. Nowadays, more and more employees consider communication a crucial part of their work (Giri & Pavan Kumar, 2010).

It is essential to realize that communication plays a fundamental role in any organization, insofar as it acts in a targeted manner for the following three types of clients: internal clients, external clients and press relations. Following this line of thinking, one can easily perceive the true importance of organizational communication to the organization's identity and culture, since it serves as a link between the organization itself and its internal and external audiences (Costa, 2008).

Work satisfaction has been a factor associated with organizational communication, since the more participative the internal client is, the more satisfied it will be. In this sense, in order to be able to have a motivated group of workers and a defender of the corporate image, it is important to develop an effective communicational strategy (Costa, 2008).

In short, communication plays a key role in internal customer satisfaction. A collaborator's perception of the style of communication, credibility and content of what his or her superiors convey, as well as the organizational communication system influences the satisfaction they feel about their work. In this way, communication plays a very important role in the functioning and development of organizations, where employee satisfaction and performance is expected to increase with effective communication (Giri & Pavan Kumar, 2010).

2.1.2. Organizational Climate

The Organizational Climate has shown itself to be a relevant variable in the field of research on organizational behavior, insofar as it relates to the employees' perceptions in the organizational sphere, being therefore directly related to the aspects of human behavior in the organizations (Menezes & Gomes, 2010). However, its definition continues to be revealed by researchers as something that does not have consensus (Calado & Sousa, 2014), since the conceptualization of the construct varies between perceptions, descriptions, organizational aspects, interpretations, dispositions, feelings, focuses on the individual, focuses on the group and other aspects related to the organization (Calado & Sousa, 2014).

According to Muchinsky's (1977) study, employees who initially feel positive about communication within the organization also have positive feelings about the psychological environment in the workplace, management in general, and the way in which identified with the organization (Muchinsky, 1977).

2.1.3. Turnover Intention

The turnover intention is a desire on the part of the collaborator associated with the intention to leave the organization in the near future (Silva *et al....*, 2014). It corresponds to the "movement of

people between an organization and its environment, and these movements are characterized and defined by the volume of people entering and leaving the organization" (Pavanello & Jaeger, 2016: 71).

In this context, it is worth noting the importance of the organizations' investment in their internal client, namely in training, development, maintenance and retention since this has a direct impact on the company's results (Medeiros *et al.*..., 2012; Santos, 2012). In addition to the satisfaction factor, and although this is the variable most directly related to the turnover intention, the internal customer is influenced in relation to his behavior by a series of other relevant variables, such as his personal life (Medeiros *et al.*..., 2012).

Not surprisingly, communication has a significant impact on employees' commitment to the organization. As such, companies must make sure that there is effective communication with their employees and develop commitment in order to decrease turnover intent. When communication within the company has quality, job satisfaction is enhanced, increasing the quality of work and decreasing the willingness to leave the company (Brien, Thomas & Hussein, 2015). Employees who are more satisfied with the quality of information reported by their colleagues are less likely to leave their jobs voluntarily. Factors such as personal feedback, leadership communication and communicational climate were identified as significant antecedents of turnover intention (Allen, 1996; Mustamil, Yazdi, Syeh & Ali, 2014).

2.1.4. Customer Orientation

Customer orientation has allowed the insertion of the concept of Marketing in the organization, providing knowledge and dissemination of information about consumers, which makes it possible to identify needs and offer the public a higher value (Révillion, 2013), directing the area of performance of the business to the client according to the market in which the organization operates (Senra, 2015).

The internal customer must always be oriented towards the external customer and, only with an organizational culture built in this sense, it becomes possible the convergence of Marketing, HRM and Communication (Coda *et al.*..., 2007). The internal client conveys in his behavior the strategies defined in the organization with regard to the orientation for the external client. In a more concrete way, the external client exposes their desires and needs and the internal customer, as a client-oriented organizational element, proceeds in order to satisfy what he wants (Senra, 2015). The higher the customer orientation, the greater the satisfaction (Révillion, 2013).

The role of organizational communication is fundamental to the client orientation, since it allows organizations to turn strategy into action. It is essential that the communication strategy is designed with a focus on the internal and external client, taking into account organizational dynamics and behavior, organizational climate, organizational culture and confidence building, allowing clear and objective dissemination of all rules and principles which guide the organization (Coda *et al.*... 2007). The greater the focus on the client, the greater the organization's ability to generate competitive and persuasive strategies that allow them to respond to customers' volatile and evolving needs (Révillion, 2013). Studies by Donavan, Brown & Mowen (2004) show that client orientation positively influences job satisfaction, commitment and employee performance.

2.1.5. Interpersonal Communication

Interpersonal communication consists of the continuous establishment of relationships between individuals (Fisher & Adams, 2010). This type of communication occurs between two people in all forms, channels, degrees of depth, intensity and time, comprising the transmission of messages and feedbacks. Occurs anywhere and involves all the motivations arising from the

organizational scope (Filho, 2009). In order to achieve organizational success, interpersonal relationships are essential from the point of view of interpersonal communication in its most varied forms (Póvoa, 2009).

With regard to job satisfaction associated with interpersonal communication, there are a number of strategies that can be implemented to increase it. One of the strategies is to increase the quality of the leader, since satisfaction tends to be higher among those who believe that their superiors are competent, who treat them with respect and have the interests of the collaborator as the focus. Similarly, satisfaction also increases when employees believe there is an "open line" of communication between themselves and their superiors. Employee counseling is also an important factor as it allows employees to work on what is best suited for them (Awad & Alhashemi, 2012).

2.1.6. Internal Customer Satisfaction

Internal customer satisfaction is one of the most investigated areas due to its repercussion on the life of both the individual and the organization. This construct has been the object of study since the 1920s to the present (Martinez & Paraguay, 2003).

For Locke (1969), job satisfaction provides a sense of well-being which, in turn, is caused by the inner customer's happiness derived from his work in the organization. This satisfaction at work, as the emotional state it is, can be expressed in two ways: through happiness (satisfaction) or through unhappiness (dissatisfaction). Job satisfaction is variable from individual to individual and is caused by events and conditions of work and by work agents. Thus, factors such as the tasks attributed to the employee, their remuneration, promotion, working conditions, organizational climate and recognition influence job satisfaction, in the same way that the stakeholders and the organization itself influence internal customer satisfaction (Marqueze & Moreno, 2005).

2.2 Study hypotheses

According to the study by Muchinsky (1977), there are correlations between the several dimensions of the organizational communication and the organizational climate, being that the relation of the satisfaction with the communication and trust revealed the correlations stronger with the different dimensions of the organizational climate, namely with the organizational structure, the organizational identification, the interpersonal environment and the affectivity towards the management of the company . In accordance with the above, the following hypothesis is defined:

H1 - Organizational communication positively influences the organizational climate

When communication within the company has quality, job satisfaction is reinforced, increasing the quality of work and decreasing the willingness to leave the company (Brien *et al...*, 2015; Mohamad, 2008). Employees who are more satisfied with the quality of information reported by their colleagues show they are less likely to leave the job voluntarily. A study by Allen (1996) related the communication with the turnover intention, revealing that the hypothesis studied by him that there was influence of the organizational communication in the turnover intention was verified. Also, Mohamad (2008), who studied the effects of communication in the specific case of a hotel in Malaysia, reiterates the results obtained by Allen (1996). According to the data presented, the following hypothesis is stated:

H2 - Organizational communication negatively influences turnover intention

The role of organizational communication is fundamental in terms of client orientation, since

it allows organizations to turn strategy into action. It is essential that the communication strategy is designed with a focus on the internal and external client, taking into account organizational dynamics and behavior, organizational climate, organizational culture and trust building, allowing the clear and objective dissemination of all rules and principles that guide the organization (Coda *et al....*, 2007). Results obtained by Wagenheim & Rood (2010), in a study whose objective was to determine the relationship between organizational communication and customer orientation, were inconclusive since it was not possible to prove that greater employee satisfaction with organizational communication increases customer orientation due to the lack of statistical significance. In view of this contextualisation, the following hypothesis is stated:

H3 - Organizational communication positively influences customer orientation

The strengthening of communication ties increases interpersonal relationships, as such, organizations must act to improve communication between employees and superiors. Consequently, such a strategy leads to a healthier organization, increases employee satisfaction, commitment, and loyalty. Increasing flexibility and cooperation increases the need for effective communication, as it promotes the union of the various collaborators in the execution of tasks (Awad & Alhashemi, 2012). In turn, when a company has poor communication quality, there is an impact on interpersonal communication because barriers emerge that prevent the clarity and objectivity of the information transmitted from one person to another (Hedler, Silva, Alonso, Campos & Carmo, 2015). It is therefore essential to ensure that communication in organizations becomes horizontal and promotes dialogue, since only in this way is possible good interpersonal communication by promoting the sharing of ideas, objectives, fears and expectations (Novelli, Moura, & Curvello, 2013). In this sense, organizations must apply communication strategies that promote human relationships, strengthen communication channels and foster knowledge sharing (Novelli *et al....*, 2013). With these data the following hypothesis is stated:

H4 - Organizational communication positively influences interpersonal communication

Satisfaction is an affective variable and consists of positive or negative evaluation of the environment. The organizational climate is a cognitive variable and consists of the perspective, the relation of the absence / presence of the aspects related to the environment, as well as its adequacy, that is, in a more rational and less an emotional perception (Martins *et al....*, 2004). The organizational climate influences both internal customers, external customers and the organization itself, both negatively and positively, as a measure of the levels of satisfaction or dissatisfaction of the company's collaborators (Bispo, 2006). In Rahimic's study (2013), which consisted in evaluating the influence of organizational climate on job satisfaction, it was verified that the degree of influence of satisfaction on the job corresponded to 86.6%. As such, the author infers that the vast majority of changes in the level of employee satisfaction is associated with variations in the organizational climate. Already Jyoti (2013), in his study on the impact of the organizational climate on job satisfaction, obtained an adjusted R^2 value of 0.692, thus proving the strong linear association between both variables. In this context, the following hypothesis is stated:

H5 - Organizational climate positively influences internal customer satisfaction

Organizational, environmental and individual variables have an impact on employees' perceptions regarding the expectations related to their position and the labor market, from a perspective of improvement at the professional level both inside and outside the organization. Satisfaction is influenced by the individual variables and expectations related to the position and other job opportunities present in the market, which will determine whether or not to leave the company or invest in another organization through the acquisition of a new professional position (Costa

et al...., 2008). Saeed, Waseem, Sikander & Rizwan (2014) proved the negative relationship between turnover intention and job satisfaction, with lower satisfaction leading to a greater intention to leave the company and vice versa. The research carried out by Medina (2012) confirms the association between these two variables. In this way, the following hypothesis is presented:

H6 – Turnover intention influences negatively internal customer satisfaction

Studies by Donavan *et al....* (2004) show that client orientation positively influences work satisfaction, commitment and employee performance. The outcomes are mostly internal to the organization, however they are important to the employee's motivation and well-being and to a successful day-to-day work. Although employees who have little contact with external customers are also influenced by customer orientation (and experience satisfaction associated with it), employees who maintain constant contact with external customers have shown consistent customer orientation effects on satisfaction and commitment to the company.

In the study carried out by Saura, Contrí, Taulet & Velázquez (2005), where the relationships between customer orientation and job satisfaction are analyzed, it is concluded that employees who have a better orientation towards the client have more positive experiences. In view of these data, the following hypothesis is stated:

H7 - Customer orientation positively influences internal customer satisfaction

Regarding workplace satisfaction associated with interpersonal communication, there is a series of strategies that can be implemented to increase it. One of the strategies is to increase the quality of the leader, since satisfaction tends to be higher among those who believe that their superiors are competent, who treat them with respect and have the interests of the collaborator as the focus. Similarly, satisfaction also increases when employees believe there is an "open line" of communication between themselves and their superiors. Employee counseling is also an important factor as it enables employees to work on what is best suited for them (Awad & Alhashemi, 2012).

In an investigation conducted by Dehaghani, Akhormeh & Mehrabi (2012), a group of nurses at Al-Zahra hospital underwent training on interpersonal communication, and a parallel control group was maintained that did not attend training. After this episode, the difference between the means of job satisfaction was verified and it was observed that in the control group there was no variation, but in the test group, after this training, job satisfaction increased by 7.96 percentage points, which leads to confirm the positive influence of good interpersonal communication on satisfaction. Siburian, Willem, Psr & Medan (2013), in an applied study of teachers from a secondary school in Indonesia, shows that the direct influence of interpersonal communication on job satisfaction corresponds to 43%.With these data the following hypothesis is stated:

H8 - Interpersonal communication positively influences internal customer satisfaction

Having this study the objective of analyzing the influence of organizational communication on internal customer satisfaction, we took into account the dependent variables denominated not only by internal customer satisfaction but also by the organizational climate, turnover intent, customer orientation and interpersonal communication. However, as far as independent variables are concerned, the independent variable is both organizational communication and, at the same time, the dependent variables already mentioned, since they also become independent variables insofar as they are influenced by organizational communication while influencing internal customer satisfaction (Fortin, 2000). The model is the following:
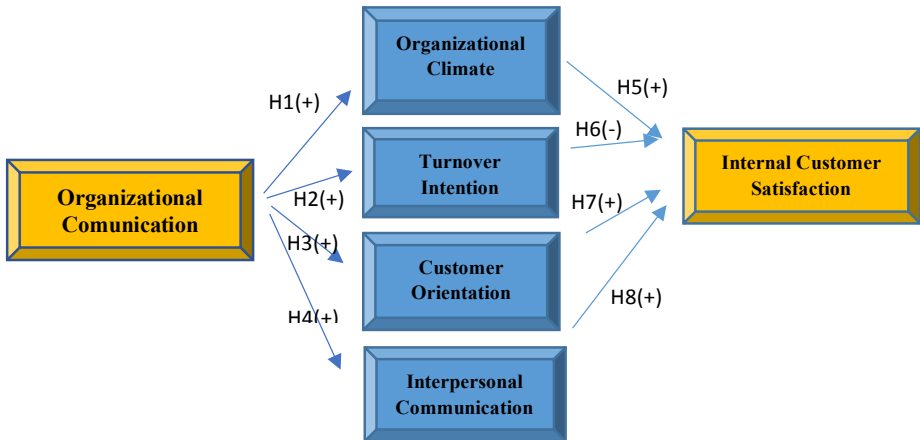
Figure 1 – Conceptual Model

3. METHODOLOGY

3.1. Type of Study

The present study, of a conclusive character, has a quantitative approach and is framed within the scope of a descriptive study. In the scope of data collection, the present study is considered cross-sectional (Malhotra, 2019).

3.2. Population, Method of Collection of Data and Sample

In the scope of the present study, we selected male and female individuals, over 18 years of age and employed in public or private companies in Portugal.

The chosen method of data collection was the questionnaire. This questionnaire was prepared using the online tool called Google Docs and was applied to a sample residing in mainland Portugal and in the islands of Madeira and the Azores. As a form of disclosure, the social platform Facebook and E-mail were used, requesting a response to the questionnaire of the employed individuals. In addition, public and private entities were asked to provide their employees with a questionnaire to answer. The data were processed using the Statistical Package for the Social Science 24 (SPSS 24) software or means of statistical analysis.

Regarding the characterization of the sample, it is verifiable that the respondents recorded very diversified demographic data, namely in terms of age, level of education, profession and time worked in a given company. The sample collected shows that 76.2% of the individuals in the study are female and 23.8% are male. The most representative age groups were those corresponding to individuals aged 25-29 years (22.4%) and 40-44 years (21.1%). Regarding the level of schooling, 26.5% of the respondents completed secondary education, 4.8% finished bachelor's degree, 44.9% undergraduate degree, 17.0% master's degree and 4.8% doctoral degree. The remaining 2.0% had another level of schooling.

As for profession, and considering that the professional groups were defined through Website Marktest (Marktest Group, 2020), the group most represented corresponds to individuals who work in middle and upper management (44.9%). Regarding the time in the company, respondents who have been in the company for more than ten years are the most heavily represented (34.0%).

4. DATA ANALYSIS

4.1. Pearson Correlation Coefficients

After characterizing the sample, univariate analysis was performed, the mean response of each parameter for each individual was determined and the correlation between variables was assessed. The mean and standard deviation of each parameter in its entirety were also determined.

It is important to mention that, after the univariate analysis, it appears that the average values correspond to the range between 2,435 (rotation intention) and 4,143 (customer orientation). The variables organizational communication, organizational climate, interpersonal communication and satisfaction show similar average levels, varying at most three decimal places from one another, with a tendency to median values of the scale used.

The Pearson correlation coefficient (R) varies between -1 and 1, measuring the linear association between quantitative variables. The closer the R value of the extreme values, the greater the association between the variables (Pestana & Gageiro, 2014). The correlations[3] present in this study can be seen in the following table:

Table 1 – Pearson Correlation Coefficient

		Average	Standard deviation	1	2	3	4	5	6
1	Organizational Communication	3.244	.735	1					
2	Organizational Climate	3.268	.991	.815**	1				
3	Turnover Intention	2.435	1.465	-.308**	-.282**	1			
4	Customer Orientation	4.143	.617	.163**	.156	.125	1		
5	Interpersonal Communication	3.350	.936	.742**	.713**	-.282**	.142	1	
6	Satisfaction	3.061	.759	.763**	.738**	-.419**	.128	-.715**	1

** Significant correlation at the 0.01 level (2-tailed)
* Significant correlation at the 0.05 level (2-tailed)

4.2. Bivariate Linear Regression Model - Organizational Communication

Bivariate regression is used to analyze the relationship between a dependent variable and an independent variable, where one variable is used to predict another variable, using a linear function $y = ax + b$ (Burns, Veeck & Bush 2017; Malhotra, Birks & Wills, 2012). With this analysis it is possible to determine the strength, measured by R2, and significance of association between both variables (Malhotra *et al.*..., 2012).

Although there is a correlation between the organizational communication and the four evaluated variables (all statistically significant at 0.05 level), it is verified that, with respect to turnover intention and customer orientation, R2 values are low (0.095 and 0.027, respectively). The weak association between turnover intention and communication obtained in this study is rei-

[3] R <0.20 very low linear association, 0.20 <R- <0.39 low linear association, 0.40 <R- <0.69 moderate linear association, 0.70 <R- <0.90 high linear association, 0.90 <R- <1 very high linear association (Pestana & Gageiro, 2014).

terated by the results obtained in the studies carried out by Mohamad (2008) and Allen (1996). With regard to customer orientation, the study by Wagenheim & Rood (2010), which analyzed the influence of organizational communication on this variable, obtained inconclusive results, although the sample size was smaller (97 respondents' vs 147 in this study) and the questionnaire collection environment was focused on a single company.

In relation to the organizational climate and interpersonal communication, the literature suggests significant correlations between the variables and organizational communication (Hedler *et al...*, 2015), and it is essential that organizational communication becomes horizontal internally and promotes dialogue, because only then is the existence of good interpersonal communication, promoting exposure and sharing of ideas, objectives, fears and expectations (Novelli *et al...*, 2013). In this study there is a moderate correlation of organizational communication with organizational climate ($R^2 = 0.665$) and interpersonal communication ($R^2 = 0.550$).

Associating the results obtained with the hypotheses to be tested in this study, it appears that hypotheses H1, H2, H3 and H4, verifying, therefore, an influence of organizational communication in organizational climate, interpersonal communication, intention of turnover and customer orientation.

4.3. Multiple Linear Regression Model – Satisfaction

Multiple linear regression involves a single dependent variable and two or more independent variables (Burns *et al...*, 2017; Malhotra *et al...*, 2012). In this study, the satisfaction acted as dependent variable and the organizational climate, turnover intention, client orientation and interpersonal communication were used as independent variables.

Having verified that all the premises are respected for a correct analysis of multiple linear regression, we proceeded to the statistical analysis of the variables under study and consequent analysis of the formulated hypotheses:

Table 2 - Multiple Linear Regression Analysis

		Dependent variable - satisfaction			
		Coefficient	Standard deviation	T	Level of significance	
Independent variables	Constant	1,116	.282	3,956	.000	
	Organizational climate	.325	.055	5,965	.000	**H5 confirmed**
	Turnover intention	-107	.027	-3,900	.000	**H6 confirmed**
	Customer orientation	.046	0.63	.739	.461	**H7 isn't confirmed**
	Interpersonal comunication	.283	.058	4.922	.000	**H8 confirmed**
	R 2 = 0.654 R 2 adjusted = 0.645 F = 67,179 Degrees of freedom = 142 Sig = .000					

Regarding the relationship between satisfaction and the organizational climate, it is verified that this is positive and statistically significant at the level of 0.05, presenting a coefficient of 0.325. These results are in line with the results obtained in the study by Rahimic (2013) and Jyoti (2013), thus confirming the strong linear association between these two variables, so the better the organizational climate, the greater the satisfaction of the company's employees.

Regarding the turnover intention, a negative (-0.107) and statistically significant relationship with satisfaction was observed. The studies carried out by Medina (2012) and (Saeed *et al....,* 2014), although presenting coefficients around -0.4, also reiterate the hypothesis put forward in the present study regarding the existence of a negative influence of the turnover intention on internal customer satisfaction, that is, the greater the turnover intention the lower the internal customer satisfaction.

Regarding customer orientation, the existing relationship, although positive, is not statistically significant, contrary to the study by Saura *et al....* (2005) who verified the positive influence of customer orientation on satisfaction.

Finally, in terms of interpersonal communication, it presents a positive and statistically significant relationship with satisfaction, with a coefficient of 0.283. Both in the study by Dehaghani *et al....* (2012) and in Siburian *et al....* (2013), there is a significant influence of interpersonal communication on internal customer satisfaction, and in the first study the test group had an almost 8% increase in satisfaction after an interpersonal communication training. Already in the second study, there was an influence of 66% of interpersonal communication on satisfaction. It can be said that when the quality of interpersonal communication increases, the satisfaction of the internal customer sees a variation in the same direction.

By associating the obtained results with the hypotheses of the model, the hypotheses H5, H6 and H8 are confirmed, internal customer satisfaction being determined by the organizational climate, turnover intention and interpersonal communication. The organizational climate is, of the 3 factors, the one that most influences.

5. CONCLUSION

The main objective of this study was to show the importance of joining the areas of HRM and Marketing, in a scenario of convergence between organizational communication and internal customer satisfaction. Regarding the objective mentioned above, this was achieved successfully, which allowed to prove that organizational communication and almost all its determinants (in this study designated by turnover intention, interpersonal communication and organizational climate) exert influence on internal customer satisfaction.

This study contributes to the affirmation of the need of the alliance between HRM and Marketing due to the innumerable organizational advantages that this union provides. While HRM must manage its internal clients taking into account their expectations and needs, the environment and sustainable development, Marketing must follow the reality of internal customers (known as the internal market) and their requirements, namely to promote cultural management that creates organizational commitment, to foster the spirit of change, to combat stressors, to adapt the structure of the organization to the market and its requirements, to operationalize HRM, analyze and define competency profiles appropriate to organizational objectives, recruit and select employees, conduct fair and effective performance appraisals, plan human resources and career management, manage reward systems, train and develop internal customers and promote quality internal communication.

According to the aspects analyzed and in a more practical configuration, it is clear that there is an important and essential convergence between organizational communication and internal customer satisfaction. In this context, organizational communication has an influence on the

organizational climate, on interpersonal communication, on the intention of turnover and on customer orientation, so your strategies must be carefully designed and applied. In addition, the satisfaction of the internal customer is also influenced by the organizational climate, the intention to turnover and interpersonal communication, factors which are determinants of organizational communication that is directed both outside and inside the organization.

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