ENDOMARKETING AS A STRATEGY OF PERSONNEL MANAGEMENT IN HEALTH: A CASE STUDY

O ENDOMARKETING COMO ESTRATÉGIA DE GESTÃO DE PESSOAS EM SAÚDE: UM ESTUDO DE CASO

EL ENDOMARKETING COMO ESTRATEGIA DE GESTIÓN DE PERSONAL EN SALUD: UN ESTUDIO DE CASO

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ABSTRACT

Objective: to identify the internal marketing actions in a hospital. Methodology: qualitative exploratory case study conducted in a large public hospital located in Belo Horizonte/MG, Brazil. Data were collected from December 2010 to July 2011 by means of structured interviews with nurses in management positions. The research project was approved by the Research Ethics Committee, Protocol nº 53/2010. Results: we identified several actions for employees such as the monthly journal, Chinese gymnastics, health with art, health education, internal events, agreement management, among others. Conclusion: there is a need for greater investment in internal communication and other strategies valuing employees. Understanding the importance of the internal marketing tool applied to health represents a contribution to a new model for managing people. Descriptors: Human Resource Management; Marketing of Health Services; Management in Health.

RESUMO


RESUMEN

Objetivo: Identificar las acciones de marketing interno en un hospital. Metodología: estudio de caso cualitativo, exploratorio, realizado en un hospital público, amplio, ubicado en Belo Horizonte / MG, Brasil. Los datos fueron recogidos entre diciembre de 2010 julio de 2011 por medio de entrevistas estructuradas con enfermeras en puestos de dirección. El proyecto de investigación fue aprobado por el Comité de Ética de la Investigación, el Protocolo nº 53/2010. Resultados: Se identificaron varias acciones para los empleados, tales como el periódico mensual, gimnasia china, el arte con la salud, la educación para la salud, eventos internos, contrato de gestión, entre otros. Conclusion: No existe necesidad de una mayor inversión en la comunicación interna y otras estrategias de valoración de empleados. Comprender la importancia de la herramienta de marketing interno aplicada a la salud representa una contribución a un nuevo modelo de gestión de personas. Descriptores: Gestión de Recursos Humanos, Mercadeo de Servicios de Salud, Gestión en Salud.

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INTRODUCTION

The construction of SUS in more than 20 years of implementation and consolidation brought promising paths for participatory management of the health system. However, the health sector still lives the crisis related to poor quality of care, inefficiency and inequity. The biggest challenge for the NHS is to improve the quality of services provided to the population. In this context, there are new guidelines from the Ministry of Health seeking to improve assistance to the population through the humanization project as ‘Humaniza SUS’. The Humaniza SUS aims to improve relations between the community and health services and also interpersonal relationships among workers, valuing the subjects involved in the production process of health care guided by values such as autonomy, the role of the subject and co-responsibility between them, with collective participation in the management process. ¹

Despite the pursuit of achieving participatory management of the health system, the management model of hospitals are characteristically bureaucratic, authoritative and centralized, with a general manager and clinical staff organized by department.² To achieve a quality of care, it becomes paramount to “take care” of those who provide care, transforming the organizational reality in order to value the subject and reflect critically on new technologies, tools and management strategies in health.² The quality care to the population permeates a work team involved in the whole process, which focuses on people as a priority, through vocational training and the pursuit of the commitment of all participants in the process.

The close relationship between health teams in the organization in achieving effectiveness, efficiency and quality, need to be careful. These actors need to be valued, respected as subjects in order to feel involved in the process, becoming committed and satisfied professionals. In this sense, Endomarketing shall be used in order to improve the professional environment. The internal marketing actions are geared to the development and motivation of staff, encouragement of teamwork, improved communication processes, integration and retention of these partners and collaborators in the work processes. ³

The commitment of all employees becomes feasible with the spread of business philosophy in which the individual is seen as an essential part of the organization, with a more participative and proactive approach. ⁴,⁵ The manager, as a leader may use this tool to get the best results with his/her team, providing quality care, with valued and satisfied professionals.

Endomarketing can be defined as marketing initiatives at the company's staff to promote, among its employees and departments, amounts allocated to serve the customer. Internal Marketing is the extension of classical marketing function only facing into the organization.³ Thus Endomarketing exists to attract and retain its first and internal customer obtaining significant results for companies and also attracting and retaining external customers with the ultimate goal to educate employees and managers about the importance of customer service excellence. This strategic approach aims to give employees a sense of the importance of a service-oriented to serve customers, which may help them to be able to answer any questions that may arise within the company. Part of this strategy is based in the involvement, the commitment, the appreciation, and especially the qualification of employees, making them to assume responsibilities, initiatives and recognize all service routines in the company. It is noteworthy that the wrong information to the external customer or the negative image can jeopardize the entire project development.

To ensure the success of an Endomarketing program, there are certain factors that the manager needs to be aware, as the appreciation of the culture of the company, internal marketing as an educational process, and the use of creativity and information as company’s responsibility.⁶ It is noteworthy that there is the influence of the organizational structure, which can help or hinder the processes in institutions, including the process of decision making. However, care should be taken to seek harmony between institutional demands and requirements of the ethical and legal professionals involved in organizations.⁷ Thus increasing the capacity of existing understanding improves the quality of relationships at work. ⁷

Endomarketing is considered the strategy needed to engage internal customers, which leads to external customer satisfaction, and quality management for organizations. Internal Marketing is a strategic tool to enhance the internal customer, make them satisfied, and thus reflect the external customer satisfaction. Also, Endomarketing can be considered as a way to attract and retain those employees. Once satisfied with the company, they produce more and better
and, as a consequence, the company achieves much more efficient results, including greater external customer loyalty.  

When considering the Endomarketing strategy of emphasis on human capital, it is worth mentioning the role that health managers have to use when it comes to the various techniques Endomarketing has in the context of healthcare organizations, aiming to improve the business environment and encourage teamwork thereby providing significant results in the treatment with external clients and develop a communication system that assists members in meeting their organizational activities at an excellent level.

With these considerations in mind, the objectives of this study are to:

Identify internal marketing actions in a hospital

Understand the view of nurses in management positions that comes to be and what Endomarketing contributions to the organization are.

**MÉTODO**

Case study with a exploratory and qualitative approach. The exploratory study has the distinguishing feature of meaning and intentionality inherent to acts, to relations and to social structures.  

Considering the singularities that permeate the work of engineers and managers and the actions of these professionals across the internal marketing, the choice of qualitative approach considered the possibility of dealing with explanatory and analytical categories that go beyond the quantifiable.

The case study is an appropriate strategy when it comes to issues which are present in contemporary phenomena embedded in real-life contexts.  
The complexity of the phenomenon in question and its contemporaneity were considered adequate in the case study on internal marketing actions in the hospital.

The study was conducted in a large public hospital located in Belo Horizonte, Minas Gerais, Brazil that caters to all medical specialties, recognized as a benchmark in emergency care. The subjects were nurses in management positions. We interviewed nurses in management positions at two levels, called by the institution as ‘team coordinators’ and managers of the functional unit. In this study, all subjects will be addressed by managers, named with the letter M in their testimonies, thus maintaining the anonymity of respondents. Of a total of 15 nurse managers, 12 participated in the survey.

The inclusion criterion was: to have a nursing degree occupying management positions, they are professionals who participate in the management of people within the institution. The exclusion criterion was refusing to participate in the study. These selected professionals use internal marketing tools in their work practice, either systematically or empirically.

For the construction of the data, we conducted a survey of secondary data with documentary research institution, such as newsletters, panels and internal marketing procedures used by the institution. Then, structured interviews were conducted, developed and based on literature.  

Questionnaires were given to the subjects in their respective lines of work, and later returned to the researcher. Primary data were collected from December 2010 to July 2011 and analyzed in August 2011.

Participation was voluntary. We conducted research and clarification on the content of the instrument, the moment before of its applicability, and signing the consent form as prescribed by Resolution 196/96 of the National Health Council is noteworthy that, for the research development, it is indispensable respect to such resolution that guides the principle of autonomy especially with regard to the term of free consent, which consists of an essential requirement for the development of research in humans.

The data were treated by the method of content analysis which proposes to obtain indicators that support the inference of knowledge concerning the conditions of production of the messages contained in the reports of the interviewers. All information has been kept confidential by the researcher.

We performed initial reading of the questionnaires, ie, repeated reading which enables the understanding of the core ideas presented by the research subjects. Then we searched for a grouping of information provided by a clipping of the questionnaires, creating categories of meanings. Thus, we designed the profile of the subjects and categories constructed following the steps proposed by Minayo:

1. Ordering of interview data;

2. Classification of data from the constitution of the empirical categories and the creation of Corpus. Subsequently, the classification of data for final analysis of reality presented by the subjects.

We built the following categories: 1. Conceptualizing endomarketing 2. Internal
marketing actions in the institution. Future actions of internal marketing.

The research project was approved by the Ethics Committee in Research of the HOB, opinion number 53/2010.

### Subjects Profile
The age of managers is summarized in Table 1:

<table>
<thead>
<tr>
<th>Age Group</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 30 years</td>
<td>6</td>
<td>50</td>
</tr>
<tr>
<td>From 31 to 35 years</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>From 36 to 40 years</td>
<td>1</td>
<td>8,3</td>
</tr>
<tr>
<td>From 41 to 45 years</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>From 46 to 50 years</td>
<td>1</td>
<td>8,3</td>
</tr>
<tr>
<td>From 51 to 55 years</td>
<td>4</td>
<td>33,3</td>
</tr>
</tbody>
</table>

It is observed in Table 1 that the average age of professionals found was 39.7 years, with variations between 25 and 63 years. These data reveal that most managers are in the younger age group, up to 30 years.

Regarding the operating time in the institution, we met an average of 11 years as shown in Table 2. We identified managers with bonds from 3 to 30 years with a predominance of shorter duration to 5 years, being described in Table 1 to 5 years because of the scale used.

<table>
<thead>
<tr>
<th>Time in the institution</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>From 1 to 5 years</td>
<td>7</td>
<td>58,3</td>
</tr>
<tr>
<td>From 5,1 to 10 years</td>
<td>1</td>
<td>8,3</td>
</tr>
<tr>
<td>From 10,1 to 15 years</td>
<td>0</td>
<td>0,0</td>
</tr>
<tr>
<td>From 15,1 to 20 years</td>
<td>2</td>
<td>16,7</td>
</tr>
<tr>
<td>From 20,1 to 25 years</td>
<td>0</td>
<td>0,0</td>
</tr>
<tr>
<td>From 25,1 to 30 years</td>
<td>2</td>
<td>16,7</td>
</tr>
</tbody>
</table>

Regarding the type of employment, the nurses went through evaluation, CLT or statutory. Time in current position ranged from 6 months to 5 years, the data on the time of performance are detailed in Table 3.

<table>
<thead>
<tr>
<th>Time in current role</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 1 year</td>
<td>2</td>
<td>16,7</td>
</tr>
<tr>
<td>From 1 to 3 years</td>
<td>7</td>
<td>58,3</td>
</tr>
<tr>
<td>From 3,1 to 5 years</td>
<td>2</td>
<td>16,7</td>
</tr>
<tr>
<td>Not informed</td>
<td>1</td>
<td>8,3</td>
</tr>
</tbody>
</table>

The first thematic category was constructed with statements that reflect the concept of internal marketing on the perception of managers. One of the aspects identified in the understanding of endomarketing, relates to the valuation of the worker, being cited by several managers, as shown:

(Endomarketing) is how much the institution values the employee; it is the perception that the employee has as to how important he/she is for the institution. (G2)

It is represented by internal actions that enhance the employee so that he/she feels important within the context of the work. (G6).

They are the initiatives, from the Executive Board, coordination, etc., that are intended to improvements for staff and personal satisfaction. (G4)

The employee becomes an ally. He also feels responsible for the success of the institution, with direct impact on employee satisfaction and commitment, and the quality of service offered. (G7)

Endomarketing means the recognition and appreciation, not towards salary only, but in enhancing and promoting competence. It allows competent people to assume positions of responsibility, and not by favoritism or politics. According to researcher Frederick Herzberg, job satisfaction occurs when the employee feels recognized, valued, runs responsibility activities, promotion, etc. This is related to their dedication to the organization. (G8)
The second thematic category was built: internal marketing actions in the institution. In the perception of managers, it is the internal marketing actions developed within the institution, as presented in Table 4:

<table>
<thead>
<tr>
<th>Table 4. Internal marketing actions currently used in the institution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Performed Actions</strong></td>
</tr>
<tr>
<td>Monthly Journal</td>
</tr>
<tr>
<td>Informative walls</td>
</tr>
<tr>
<td>Health with art</td>
</tr>
<tr>
<td>Chinese gymnastics</td>
</tr>
<tr>
<td>Performance Evaluation</td>
</tr>
<tr>
<td>Group valuation of employees</td>
</tr>
<tr>
<td>Health education</td>
</tr>
<tr>
<td>Internal events</td>
</tr>
<tr>
<td>Management contracts / Collegiate manager</td>
</tr>
</tbody>
</table>

In relation to internal events, subjects showed the importance of a calendar of events aimed at professionals in the hospital, according to the statement below.

**Internal events are actions for the internal customer, they are the actions of social integration.** (M7)

Internal events include the traditional festivals such as June Festival, Christmas, and anniversaries, such as Woman's Day, Children's Day, the day of the server, among others.

Even the institutions developing internal marketing actions, the subjects raised some actions that need to be improved. The testimonies describe what actions still need to be developed:

If the institution recognized its employee as internal customer it would possess pre-established mechanisms and coordinated actions for recovery of the server but it did not happen (...) . It is the reverse phenomenon, it is the server who should find that the hospital is its customer and serve it in accordance with the convenience (the institution) (M3).

No internal marketing actions, directed to the clerk, but actions (marketing) just meant for institutional culture. (M10)

### DISCUSSION

The profile of the subjects was constructed, given the importance of knowing the characteristics of those actors in the context of his/her life and work. The profile data of the subjects, are in accordance with a study of 2004, which discusses the advancement of women managers and their involvement in organizations, the presence of women in management positions in various institutions and the growing trend of female labor force in health.\(^{12}\) We found that all managers were female, which reinforces the growing presence of nurses in management activities in hospitals.

It is also evident that the institution preserves the organizational culture, enhancing professional history, while seeking to incorporate the new insert to younger professionals in positions of coordination. Another important aspect is time spent in the institution. The predominance of managers is under 5 years of the institution, which allows us to infer that it is an institution with a tendency to seek innovations. On the other hand, when the manager is no longer in office can bring greater facilities for more effective contact with the team, greater knowledge and greater ability to continue ongoing projects. The data regarding the profile of the subject allows us to infer that this profile can portray diversity linked to how to insert or perceive internal marketing actions in the daily work of the manager, since the experience, interpersonal relationships acquired with time function are significant issues in individual practice of people management.

With the definition of the profile of managers, it is also important to highlight the fact that the course of undergraduate nursing cover knowledge of the administration area in the curriculum, having a training that focuses on people management, which reflects the high number of nurses in this post . The need to actively work within a context of people management takes these managers to use, consciously or not, internal marketing strategies.

The thematic categories, arising from the content analysis are: conceptualizing the internal marketing and internal marketing actions in the institution, which will be discussed below.

- **Conceptualizing endomarketing**

According to nurses, understanding the concept of internal marketing revolves around the concept of marketing within the institution, which meets the literature. However, there is a description of the concept of internal marketing combined with their goals.

The statements that make up the value of the worker are a result of initiatives from the direction of the institution. The subjects demonstrate understanding of the concept of internal marketing and underscore the...
importance of valuing the employee associated with the improvement of the work environment and satisfaction of the employees so that they feel important and increase their quality of work.

The concept of internal marketing in literature include organizational policies directed to its employees, from the perspective of internal customers. It is a marketing strategy, considered management strategy for persons seek to attract, engage and retain employees. 13

It should be noted that the internal marketing strategies impact the commitment of workers, being relevant to the achievement of institutional results. In this regard, it stresses that the absence of commitment can be the most negative of all the feelings of the public internal, when a company wants to grow and survive in the market in which it is. 6

According to the author, what determines this commitment is understanding of what the company is, what are its strategies, goals and results, thus acquiring a shared vision. The unification of the behavior of the workforce is one of the maximum points that can be reached through endomarketing. 6

In this sense, the general operation of an institution, we must highlight the knowledge in people management. The strategic management of people use the tools of internal marketing through effective communication directed to creating an environment of professional involvement and commitment that have direct action on customer service outside.

However, from the point of view of another author, observing models of people management in the public services, there is a concern with the construction of a form of work that provides employees with a greater sense of appreciation, there are no actions to feel more capable and more responsible. 14

The testimonies of some research subjects corroborate the author's observation, because it reflects a concern with the internal marketing practice that serves political interests and corporative.

The appreciation and recognition of employees are key points for the success of the institution. Economic advantages, ideological satisfactions and psychological boundaries cause the individual to become more connected to the organization. 15 A positive psychological contract can be exemplified by employees with a high level of performance are the first to be remembered in the promotions and salary increases. 16

Hospital organizations are characterized by a diversity of social relationships. The various actors involved in their production processes are beneficial both for the institution and for the professional. In this sense, the opportunities created by the company make the individual feel more involved and part of the process, moreover, feels indispensable for the organization to achieve its goals. Within these actions, the public recognition of a job, a promotion for a good performance, participation in company profits and variable pay are good examples of strategies for recovery and professional recognition.

- **Endomarketing actions currently used in the institution**

By analyzing the internal marketing actions existing in the institution we identified diverse strategies, such actions are made to approach the employee of the institution is placed in the context of internal marketing. 6

The internal marketing actions allow the revitalization and strengthening of the organizational culture and at the same time, lend themselves to continuous change in perception of new aggregates, through membership of those changes. Can be combined with other forms of communication and interaction with internal stakeholders, such as training and lectures. In this sense, the internal marketing can contribute to a sense of belonging to people who work in the organization. 16

It is important to say that there was no correlation of information among all respondents. The managers had different views about the marketing tools used in domestic institution, and highlighted the internal events and health education. By analyzing the internal marketing actions cited by managers, it appears that some were cited by only one subject, appearing only once, which can be perceived by ignorance of existing shares or even not relate the actions as internal marketing tools. In this sense, the manager must position himself as a leader, using the formal tools available, especially communication tools. The manager, to be considered a leader, must be able to identify the internal marketing actions existing in the institution to meet the needs of their followers and use a more consistent and conscious communication.

Regarding the newsletter, according to the testimony of a manager, this was distributed to all employees of the institution and is currently only on the intranet which hinders access of professionals. Not all sectors of the institution have computers and if any are
few in number, difficult access for professionals who sometimes do not have the knowledge required to use them.

Brum reinforces that the ideal is that the newsletter is delivered into the hand of each employee. This model of internal magazine must have content that engages employees, events, training programs, corporate programs, and strategic information of the institution.6

Regarding the wall, it was found that the wall of green felt turned into an acrylic box in the corridors of the institution, with specific spaces for internal communication. According to a research subject, the murals could be put to better use information with the institution, and yet it was reported that not all employees have access to the murals. However, these are very important for communication and consequent achievement of goals.

In this context, it is noted that the wall newspaper is a system of communication and strategic information for internal marketing, it must have periodicity, simple and clear language, and be visually pleasing. In this sense, it is important that institutions must find ways, paths, strategies for dissemination of their goals and challenges, thus triggering a shared management.6

Regarding the endomarketing action quoted, referring to health with art and Chinese gymnastics, stresses that are developed within projects of humanitarian programs. It was possible to identify that the project health with art was created in 2006 in partnership with the Ministry of Health, within the principles of humanization program of assistance. The project aims to provide comfort and welfare users, staff and community through artistic practices.

It appears that the project is an initiative to promote health, and was a means of expressing what the institution understands that employees and users must be met on the set of their needs. However, it is understood that it is underused since been cited only by a manager.

With regard to the Chinese gymnastics, it was found that in 2006, the Ministry of Health issued Decree No. 971 creating the National Policy on Integrative and Complementary Practices, authorizing the use of alternative therapies in the Unified Health System (SUS). Among the alternatives, the Lian Gong (pronounced “liam cum”), was one of the bodily practices introduced by the health departments of various municipalities as a therapeutic resource for users and servers. Lian Gong is a practice of Chinese medicine used as preventive and therapeutic musculoskeletal problems, joints, pain and other disorders. Lian Gong was introduced at the institution in 2010, through the training of professionals offering practical to reviewers. Currently, this type of gymnastics is offered in two shifts, three times a week. However, disclosure of the practice is still timely and participation collaborated occurs through a restricted group. This low adherence to an offer health promotion internal customer can be explained by the difficulty in reconciling the routine work of the industry with his temporary absence.

These projects reflect a concern for the institution to improve framework conditions and ambience, giving users greater comfort. However, it was observed in the speech of the subjects which are the strategies that require greater disclosure and internal mobilization on the part of managers.

According to the managers, performance evaluation can also be considered an act of internal marketing. The performance appraisal is annual and aims stabilization or progression of the professional within the institution. It is performed by three concurrent evaluations: self assessment, the evaluation of two coworkers and evaluation of coordination or manager. The performance evaluation shall be conducted through a transparent communication between the company and the employee intermediated by the unit manager. During the performance evaluation are performed reflections on the role of the employee on a scale of 1 to 10, indicating the need for improvements in work and congratulating their skills, abilities and attitudes. The performance evaluation is an opportunity for closer linkages and alignment of strategies, it can become a tool to strengthen the institution's mission and communicate proposals for achieving the goals. It can be considered from the perspective of managers as another tool to be used for internal marketing.

Regarding the group of people management which was created in 2010, meetings were held to discuss actions for the recovery of the employee of the institution. Although monthly meetings and proposals for improvements in the environment of the employee within the institution, according to the testimony of a subject in the research, there is no disclosure of the group and their actions which hinders understanding by employees of the existence of policies for the public procedure. It is important to emphasize, again, the lack of an effective communication process. Another aspect worth emphasizing is the basic objective of internal marketing: establishing
effective communication with employees of the company, allowing information to be shared operational and strategic interests of the company. 16

In relation to health education, it seems that nurses in management positions have a concern about the qualifications for being extensively quoted in health education activities, such as continuing education or continuing education courses, seminars, trainings and training activities. This demonstrates that managers realize the importance of the institution's investment in continuing education of its employees, resulting in valuing people and better care of the external customer. Devise strategies to develop human capital and creating learning organizations appear to be paths to be constructed by the nursing staff to monitor the progress of knowledge and to achieve the necessary changes in professional practice. 17

In relation to internal events, subjects showed the importance of a calendar of events aimed at professionals in the hospital. These events are opportunities for the involvement of professionals and their families with the institution. Can be considered more internal marketing strategy. 16

Regarding the internal contract, it was found that the studied institution adopted a participatory management model with the implementation of internal management contracts, valuing the participation of workers, managers and administrators through the boards built by production units. The internal contract management was constructed to facilitate the interface, the professional development and improve the quality of work and the result of teams. 18 Nevertheless, there were few references to the management model. The management contract opens perspectives for improvement of labor relations and employee participation in the construction of goals, leading the team involvement and appreciation of each individual within their work unit.

It was also found by means of the data, the tools used do not have the expected range, requiring greater investment and disclosure. Communication is a fundamental process in the work process, as well as how information is transferred interferes with the performance of professional, putting at risk the achievement of goals. The internal marketing actions existing in the institution must be enclosed in a context of actions for the workforce, streamlining communication channels already exist.

Managers reported the initiative of some engineers and managers to develop strategies within the production units in order to develop an integrated marketing institutional marketing to the internal customer. In this regard, it is noted that the importance of communication, which occurs through multiple channels, instruments and actions by the leadership. Therefore, nurses in management positions have personal skill of communication to coordinate the work of members of the multidisciplinary team, positioning itself as a central element in brokering orders of senior management and the institutional ideology passing work team. 19 However, we have testimonies, the need for an institutional policy of valuing employees to be followed by the coordinators and managers which means, the absence of a structured planning incentives and a process of effective internal communication.

FINAL CONSIDERATIONS

It was evident that the hospital setting of this study is an organization marked by diverse social relations and conflicts making several changes in its management approach, combining innovation with experience in its route. In building the profile of nurse managers, there was a predominance of young females, with time in the institution less than five years, which can infer the need for transformation of the current organizational structure, in order to offer an effective response to the need of modernization.

Improving the management of work through collective management and decentralization of decision-making has become eminent in seeking improvements to the provision of quality care. In addition, the institution has been working with devices National Humanization Policy, Humaniza-SUS, with the visit open expanded co-management, among others.

The managers of production units play a vital role in updating forms of work in the hospital, so they assume a vital role in managing people. It can be seen that the nurse managers, front organizational characteristics, have assumed the position of middle management, administrative positions and therefore strategic positions in management of people within organizations. Thus, the nurse has occupied a growing space in hospital management, which requires different knowledge and a broad vision of the institution.

The need to define new strategies for managing people has also been a requirement in managerial performance, recorded in the statements of managers, who report the use of internal marketing as a tool of valuing people,
important to the achievement of institutional goals. Valuing employees using existing resources within the institution, and the introduction of new strategies for the involvement of internal customers were cited as internal marketing actions. We observed several internal marketing actions existing in the institution, however, these were experienced by nurses in a diversified manner, reflecting the achievement of company goals.

It was found that internal marketing needs to be further worked, with several improvements to be employed. It reinforces the need for greater investment in existing actions that can promote employee satisfaction. It was considered essential to improve the communication process ensuring greater transparency to its actions for personnel management, benefits and opportunities existing in the institution. Still, from the perspective of nurse managers, health education and the construction of participative management as proposed for its implementation, can bring great benefits to domestic customers integrating the strategies and action plans aimed at employee satisfaction.

According to analytical effort by this case study, it appears that the institution may consider new actions that value human capital, such as training and internal strategic internal marketing campaigns.

This study provided important reflections on the management of people. Systematic knowledge of internal marketing actions, currently used at the institution, provides the alignment of this management tool to the company's strategies for improving the identification and satisfaction of employees.

We recognize that it is appropriate to conduct further research in other settings or other subjects, such as internal marketing research from the perspective of employees.

It becomes an urgent need to come up with new tools of reflection and proposals for health. The appreciation and recognition of internal customers are essential factors for the success of healthcare institutions and humanized care and quality. Thus, internal marketing concepts and techniques are indispensable as tools for change management health.

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