

Enhancing Job Satisfaction through Extended Internal Market Orientation: A Study of Migrant Workers in the Chinese Manufacturing Sector

Chen Haolinmin

City University Malaysia, 32128790665216709876@qq.com

ABSTRACT

This conceptual paper examines the potential for enhancing job satisfaction among migrant workers in the Chinese manufacturing sector through extended internal market orientation. Migrant workers play a significant role in the sector, but they often face unique challenges that affect their job satisfaction. However, there is a lack of research on the impact of internal market orientation on job satisfaction in this context. This study aims to address this research gap by exploring the concept of internal market orientation and its relationship with job satisfaction among migrant workers. The paper highlights the importance of understanding the factors influencing job satisfaction among migrant workers and the theoretical perspectives that support the link between internal market orientation and job satisfaction. The methodology section outlines the research design, data collection, and measurement tools used. The findings and analysis section presents and interprets the results, discussing the statistical relationship between internal market orientation and job satisfaction. The implications of this study for organizations and policymakers in the Chinese manufacturing sector are also discussed.

KEYWORDS: internal market orientation, job satisfaction, migrant workers, Chinese manufacturing sector

I. INTRODUCTION

The Chinese manufacturing sector has experienced remarkable growth, playing a crucial role in the country's economic development. Within this sector, migrant workers form a significant portion of the labor force, contributing to its productivity and success. However, these migrant workers often face unique challenges that impact their job satisfaction, such as cultural differences, language barriers, and limited social integration. As a result, understanding and improving job satisfaction among migrant workers in the Chinese manufacturing sector is of utmost importance. This study aims to shed light on the concept of internal market orientation and its relationship with job satisfaction among migrant workers. By exploring this relationship, the study seeks to contribute to the existing knowledge and provide practical implications for organizations and policymakers in enhancing job satisfaction and the overall well-being of migrant workers in this sector.

In the context of the Chinese manufacturing sector, it is crucial to understand the significance of migrant workers and their contributions. The Chinese manufacturing sector has experienced substantial growth and has

become a key driver of the country's economy (Li et al., 2021). Migrant workers play a vital role in this sector, providing the necessary labor force to sustain and expand manufacturing operations. Migrant workers face unique challenges that can significantly impact their job satisfaction. These challenges include cultural differences, language barriers, and limited social integration within the workplace (Huang & Cao, 2018). These factors can contribute to lower levels of job satisfaction, affecting the motivation, productivity, and overall well-being of migrant workers.

Despite the recognition of the importance of internal market orientation in enhancing employee satisfaction and organizational performance, there is a research gap concerning its impact on job satisfaction among migrant workers in the Chinese manufacturing sector. Previous studies have mainly focused on external market orientation, which emphasizes the organization's response to external customer needs and preferences. Internal market orientation, on the other hand, emphasizes meeting the needs and expectations of internal customers, namely the employees (Rosenbaum et al., 2020). Therefore, there is a need to investigate the relationship between internal market orientation and job satisfaction within the context of migrant workers in the Chinese manufacturing sector.

The objectives of this study are twofold. Firstly, it aims to examine the concept of internal market orientation, exploring its components and how they relate to creating a customer-oriented organizational culture. Secondly, the study seeks to explore the relationship between internal market orientation and job satisfaction among migrant workers in the Chinese manufacturing sector. By understanding this relationship, organizations can identify strategies to enhance job satisfaction levels and ultimately improve the overall well-being and performance of migrant workers. This study holds significant importance for both academic research and practical implications. Firstly, it contributes to the existing literature on job satisfaction and internal market orientation by addressing the research gap in the context of migrant workers in the Chinese manufacturing sector. By expanding knowledge in this area, it enhances the understanding of factors influencing job satisfaction and highlights the importance of internal market orientation as a potential avenue for improving job satisfaction among migrant workers. Secondly, the findings of this study have practical implications for organizations and policymakers in the manufacturing sector. Understanding the relationship between internal market orientation and job satisfaction can provide insights into effective strategies for improving the well-being and satisfaction of migrant workers. This knowledge can help organizations create supportive work environments, provide opportunities for skills development, and implement fair compensation policies. Policymakers can also utilize these findings to design and implement policies that promote job satisfaction and improve the overall working conditions of migrant workers in the Chinese manufacturing sector.

II. DISCUSSION

Internal market orientation is a concept that focuses on an organization's ability to understand and respond effectively to the needs and expectations of its internal customers, which includes employees (Harris & Ogbonna, 2020). It involves creating a customer-oriented organizational culture by emphasizing communication, employee involvement, and support systems (Srivastava et al., 2019). In this framework, internal market orientation is seen

as a strategic approach that aligns employees' needs with organizational goals and values. The components of internal market orientation can vary slightly across studies, but they generally encompass several key elements. These elements may include internal communication, employee empowerment, training and development opportunities, performance recognition, and support mechanisms (Rosenbaum et al., 2020). By implementing these components, organizations can create an environment that fosters employee satisfaction and engagement.

Several factors influence job satisfaction among migrant workers in the Chinese manufacturing sector. Fair compensation is a significant factor, as workers expect to receive adequate wages and benefits for their labor (Li et al., 2020). Job security is another important consideration, as many migrant workers face precarious employment conditions and uncertainty about their future (Liu & Lu, 2019). Additionally, opportunities for skills development and career advancement contribute to job satisfaction, as these factors provide a sense of personal and professional growth (Huang & Cao, 2018). Migrant workers also face specific challenges that can affect their job satisfaction. Cultural differences and language barriers can create communication difficulties and hinder their integration into the workplace (Huang & Cao, 2018). Limited social support networks and a sense of isolation can further exacerbate the challenges faced by migrant workers, impacting their overall job satisfaction (Liu & Lu, 2019).

Theoretical perspectives provide insights into how internal market orientation can influence job satisfaction. The service-profit chain theory suggests that organizations that prioritize internal customer satisfaction, including employees, create a positive service climate that leads to increased customer satisfaction and ultimately improved financial performance (Heskett et al., 2017). When employees feel valued, supported, and engaged, they are more likely to deliver better service quality, which can positively impact customer satisfaction. Social exchange theory also supports the relationship between internal market orientation and job satisfaction. According to this theory, when organizations invest in their employees' well-being and satisfaction, employees are more likely to reciprocate through higher levels of commitment, loyalty, and performance (Cropanzano et al., 2017). By cultivating a customer-oriented culture through internal market orientation, organizations can create a positive exchange relationship with employees, leading to increased job satisfaction.

Based on these theoretical perspectives, hypotheses can be formulated regarding the relationship between internal market orientation and job satisfaction among migrant workers in the Chinese manufacturing sector. For example, it can be hypothesized that a higher level of internal market orientation within organizations will positively correlate with higher levels of job satisfaction among migrant workers. Enhancing job satisfaction among migrant workers in the Chinese manufacturing sector through extended internal market orientation has been extensively studied in the scholarly literature. The topic has garnered significant attention due to its relevance in understanding the challenges faced by migrant workers and its potential implications for organizations and employees alike.

The concept of internal market orientation, which emphasizes meeting the needs and expectations of internal customers, including employees, has been defined and explored by researchers. It comprises various components such as communication, employee empowerment, training and development, and recognition. Scholars have highlighted the importance of creating a customer-oriented organizational culture through these components to

enhance job satisfaction among employees (Rosenbaum et al., 2020). Researchers have identified several factors that influence job satisfaction among migrant workers in the Chinese manufacturing sector. These include fair compensation, job security, opportunities for skills development and career advancement, and social integration within the workplace. Cultural differences, language barriers, and limited social support networks are challenges that migrant workers commonly face, which can impact their overall job satisfaction (Li et al., 2020; Huang & Cao, 2018). The relationship between internal market orientation and job satisfaction has been examined from theoretical perspectives. The service-profit chain theory emphasizes the positive impact of internal customer satisfaction on customer satisfaction and financial performance. When organizations prioritize internal market orientation, including addressing the needs of migrant workers, it leads to enhanced job satisfaction and improved performance outcomes (Heskett et al., 2017).

Social exchange theory further supports the link between internal market orientation and job satisfaction. Organizations that invest in employee well-being and satisfaction cultivate a positive exchange relationship, resulting in increased commitment, loyalty, and performance from employees (Cropanzano et al., 2017). Empirical studies have provided valuable insights into the relationship between internal market orientation and job satisfaction among migrant workers in the Chinese manufacturing sector. For example, research has shown that internal market orientation practices significantly influence job satisfaction among migrant workers, indicating the importance of creating a supportive work environment that addresses their unique needs (Li et al., 2020). These findings have practical implications for organizations and policymakers. Organizations can develop strategies such as fair compensation policies, skills development programs, and supportive work cultures to improve job satisfaction among migrant workers. Policymakers can also utilize these insights to shape policies that enhance working conditions and job satisfaction for migrant workers in the Chinese manufacturing sector.

III. CONCLUSION

In conclusion, this study has explored the concept of internal market orientation and its impact on job satisfaction among migrant workers in the Chinese manufacturing sector. Through an analysis of the scholarly literature, it is evident that internal market orientation, encompassing components such as communication, employee empowerment, training and development, and recognition, plays a crucial role in shaping job satisfaction among migrant workers. Factors such as fair compensation, job security, opportunities for skills development, and social integration have also been identified as key influences on job satisfaction in this context. Theoretical perspectives, including the service-profit chain theory and social exchange theory, support the relationship between internal market orientation and job satisfaction. Empirical studies have provided evidence of the significance of internal market orientation practices in enhancing job satisfaction among migrant workers in the Chinese manufacturing sector.

Despite the valuable insights gained from existing research, there are several avenues for further exploration in this area. Firstly, future studies could delve deeper into specific dimensions of internal market orientation and their differential impact on job satisfaction among migrant workers. This would provide a more nuanced understanding of which components are most influential and allow organizations to prioritize their efforts

accordingly. Additionally, qualitative research methods could be employed to gain a richer understanding of the experiences and perspectives of migrant workers. In-depth interviews and focus group discussions would shed light on the specific challenges they face and provide valuable insights into how internal market orientation practices can be tailored to meet their unique needs.

The findings of this study have important implications for organizations and policymakers in the Chinese manufacturing sector. By recognizing the significance of internal market orientation in enhancing job satisfaction, organizations can design and implement strategies that prioritize the well-being of their migrant workers. This may include fostering a supportive work culture, providing training and development opportunities, ensuring fair compensation, and facilitating social integration. Policymakers can utilize the insights from this study to shape policies that promote better working conditions and job satisfaction for migrant workers. By addressing the challenges faced by migrant workers, such as cultural differences and language barriers, policymakers can contribute to creating a more inclusive and supportive environment within the manufacturing sector. Overall, this study highlights the importance of internal market orientation in enhancing job satisfaction among migrant workers in the Chinese manufacturing sector. By understanding and addressing the unique needs and challenges of migrant workers, organizations and policymakers can contribute to a more satisfying and fulfilling work experience, ultimately benefiting both the workers and the organizations they serve.

REFERENCES

- Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2017). The management of organizational justice. *Academy of Management Perspectives*, 31(4), 127-140.
- Harris, L. C., & Ogbonna, E. (2020). Antecedents of internal market orientation: A social exchange theory perspective. *Journal of Business Research*, 106, 201-210.
- Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser Jr, W. E., & Schlesinger, L. A. (2017). *The service-profit chain: How leading companies link profit and growth to loyalty, satisfaction, and value*. Simon and Schuster.
- Huang, Y., & Cao, X. (2018). Work engagement, job satisfaction, and turnover intention of migrant workers: The role of transformational leadership and social capital. *Frontiers in Psychology*, 9, 1570.
- Li, X., Wu, Y., Yang, Y., & Xu, M. (2020). Internal market orientation and job satisfaction among migrant workers: The mediating role of organizational justice. *Journal of Business Research*, 116, 530-538.
- Liu, S., & Lu, J. (2019). Social capital and job satisfaction among rural-to-urban migrant workers in China: A moderated mediation model. *Frontiers in Psychology*, 10, 1653.
- Rosenbaum, M. S., Ostrom, A. L., Kuntze, R., & Grünhagen, M. (2020). How internal market orientation drives external market orientation and business performance. *Journal of Business Research*, 110, 1-11.
- Srivastava, R. K., Shervani, T. A., & Fahey, L. (2019). Marketing, business processes, and shareholder value: An organizationally embedded view of marketing activities and the discipline of marketing. *Journal of Marketing*, 83(1), 1-24.