The effect of Internal Marketing Dimensions in Organizational Culture Change Case study: Algeria Telecom -Biskra-

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Abstract:

This study aimed to investigated the effect of internal marketing dimensions (training, motivation, internal communication, customer orientation, and administrative support) in changing the organizational culture (changing of the bureaucratic culture, support creative culture, and support individual culture) at Algeria Telecom -Biskra- as a case study.

For this purpose, we used a questionnaire which distributed to (52) employees as convenience sample, and we analysed the data through SPSS (18.0) program to determine the interactions between the various factors. The results of study confirms that motivation and internal communication as dimensions of internal marketing have a positive effect in changing organizational culture at Algeria Telecom -Biskra-. But, the other remained dimensions of internal marketing have not significant effect in changing organizational culture, the explanations and recommendations were also proposed.

Keywords: Internal marketing dimensions; Cultural change; Algeria Telecom-Biskra-.

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1. INTRODUCTION

An organization realization of changes in the external environment forces it to question its deep-rooted assumptions and values which become a barrier to the change process. Consequently, it is necessary for it to view the evolution of assumptions and values as an evolutionary process, and to change them if the conditions warrant such change **(Bass & Avolio, 1994, p46)**.

However, the ability to change the organizational culture is not easy, It is more complex and takes longer to implement, Especially since we know that the culture of the organization has a great role in shaping the behavior that individuals adopt within their organizations and distinguish them from other organizations.

Marketing tools are essential in order to shape a given organization environment, also to establish the basis of the achievable new stage of change. Internal marketing in cultural change flows down from upper level management through the strategies, new values and objectives they set for the organization. Therefore the elements of internal marketing have core competitive value in building effective business performance (**Várnai & Fojtik, 2008**). **So we can formulate the following problem: Is internal marketing has an effect on changing the organizational culture of Algeria Telecom -Biskra?.**

2. Literature Review

2.1. Internal Marketing (IM):

During the early (1970s), the concept of internal marketing first appeared in the service marketing literature, the basic idea underlying the emergence of IM is that **"to have satisfied customers, the firm must also have satisfied employees" (Rafiq & Pervais, 2000)**. Among the first who advocated that idea were **(Sasser & Arbeit, 1976)**. In their opinion IM holds that personnel are the first market of service organization, and indicated the deployment of marketing techniques in the personnel area by their depiction of jobs as products and employees as customers. **(Rafiq & Ahmad, 2000)** suggested there are three phases in the evolution of IM: (1)

employee satisfaction; (2) customer orientation; and (3) strategy implementation and change management. While some authors **Gronroos, (1985); George (1990); Wilson (1990); Lings (2000),** view IM as a concept, a philosophy or a management practice, as either relating to human resource management, service marketing, or change management **(Mahmood, 2004, p3)**. In this respect **Berry (1995)** provides an illustration of IM: "by viewing employees as internal customers, sees the jobs as internal products that satisfy the needs of internal customers to assist in achieving organizational objectives" **(Davis, 2005, p4)**. As for **George & Gronroos (1994),** see IM: ''as a philosophy for managing human resources based on a marketing perspective". While **Rafiq & Ahmed (2000)**, they define IM as: "a planned effort to overcome organizational resistance to change and to align, motivate and integrate employees towards the effective implementation of corporate and functional strategies"**(Mahmood, 2004, p4)**.

Furthermore the organization can apply the marketing internally through the marketing mix elements 4p's, the researchers presented the elements of the internal marketing mix as below:

− **Internal product:** according to **Yang (2001)**, internal marketing is "…viewing jobs as internal products, and endeavoring to design these products to better meet the needs of these customers…"; "the successful service company must first sell the job to employees before it can sell its services to customers". The product component of IM includes four elements: selecting right personnel, effects of training, considerations of empowerment, and effects of teamwork **(Yang, 2001, pp1-18)**.

− **Internal price:** internal price relates to the cost that employees pay to work for the organization. These costs include: opportunity costs, psychological costs and the emotional labor costs employees take on to work for organizations.

− **Internal promotion:** this element in the IM mix refers to how organizations communicate with employees in order to persuade them to achieve organizational objectives. Internal communication is an important

element of IM, as it is the central factor in creating understanding among employees and in driving employees to succeed.

‒ **Internal distribution:** internal distribution refers to the channels, outlets, or modes of distribution needed to ensure that the internal product or service is delivered to the right internal customers at the right time and place in the right condition **(Bruin-Reynolds et al, 2015)**.

In general, the dimensions of IM varied, as each researcher adopted its dimensions, so we did not find agreement on the IM model, and among the dimensions of IM that researchers referred to **Hogg et al (1998); Tsai & Tang (2008); Lings & Greenley (2005); Gounaris (2006); Foreman & Money (1995); Tansuhaj et al, (1987); Rafiq & Ahmed, (2000); Ching & HsinHsin, (2007)**, we mention: rewards; communication; development; training; organizational structure; leadership; selection policies....etc **(Al-Hawary, 2013)**. In this study, five dimensions will be focused on: training; motivation; internal communication; administrative support; and customer orientation. These dimensions were chosen on the basis that the researcher believes that they are the most frequent factors in the organization under study.

2.2. Organizational Culture Change (OCC):

Organizational change is considered the transition of the organization a transition from its current state to some desired future state (**Harigopal, 2006, p56**). Likewise culture change refers: ''to a large-scale intentional shift from one particular culture setting to another more superior and profitable position'' (**Brown, 1995, p33**). It is considered: "the unwritten, often unconscious message that fills in the gaps between what is formally decreed and what actually takes place; it involves shared philosophies, ideologies; values; beliefs; expectations; and norms" **(Mahmood, 2004, p5)**.

According to (**Várnai & Fojtik, 2008**), culture change takes place on two levels: **The macro level** (is a form of organizational transformation that usually managed radically, relative quickly in order to rebuild fundamental assumptions). **The micro level** (is about people within the organizations that mean it is locked into the beliefs, values and norms of each individual

in the organization). Furthermore **Lundberg (1985); Brown(1995); Ogbonna & Wilkinson (2003); Schraeder et al, (2005)**, the argued that practice of influencing the thinking and feelings of the employees is important and very complex, it's developed step by step and slowly, due to culture differentiation and fragmentation in most of the organization (**Alvesson & Sveningsson, 2008, p48**). While (**Gagliardi, 1986**) confirmed that change has to come from both directions, i.e. it must be a mature organization, there should be positive and open people in their organization. **(Cummings and Worley, 2008, p491)** also suggested the six steps for changing the organizational culture:

− Developing a clear strategic vision that includes the necessary expected values and behaviors.

− The commitment of the top management: as the cultural change must start with higher management, then the executive directors, then the informal leaders.

− A model for the new culture that the top management adheres to and translates in all its practices, which is called the pull strategy for cultural change.

− Make the necessary adjustments to support cultural change such as adjusting the organizational structure, human resource management system, control and information flow system, communication, relationships, and management style.

− Choosing the members of the new organization, which is necessary for implanting the new organizational culture. Members can be selected according to the degree of their compatibility with the new culture, and those who have the ability and willingness to adapt and adopt the new culture, while those who cannot adapt to the new culture of the organization are abandoned.

− Development of a system of ethics and law, any new culture must be accompanied by legal and ethical values of equal opportunities, organizational justice and job security.

3. Hypotheses development

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(**Connolly et al, 2011**) indicated that the most common challenge to cultural change is the resistance of employees. The resistance is rooted in fear of the unknown, in a desire to keep the 'old' beliefs and behaviors, and in a belief that the change will not be successful anyway. This point of view is consistent with (**Majeed et al, 2010**) where assumed that the cultural change is not an easy undertaking. Employees often rally against a new culture. Thus, it is the duty of leaders to convince their employees of the purpose and benefits of change. In this respect the previous study confirmed (**Mahmood, 2004; Suter, 2004; Kelemen and Papasolomou, 2007; Varnia & Fojtik, 2008; Lee and Chen, 2005**) IM as a successful strategic tool for managing change and helping to resist. it has an effect positive direct impact on changing the organizational culture. Internal marketing activities can influence the change of organizational culture, as follows:

3.1. Training: (Wilkinson and Fogarty, 1996, p499) confirmed the effect of training in removing ambiguity and helping individuals change their organizational culture through the acquisition of new ideas; knowledge's; behavioral skills, or correcting the current behavioral pattern. In addition to sharing successful stories such as (models and examples) of the positive cultures of other organizations in order to create an experience for the employee and his desire to adopt the new culture by simulating those models and example.

3.2. Motivation: (**Alvesson and Sveningsson, 2008, p66**) explains that an essential step during cultural change is how to motivate the employee to the new culture, so that he becomes a willing participant rather than a saboteur. Whereas (**Markus, 2016**) argued that an employee's positive sense of equality, job stability and satisfaction as a result of meeting his psychological and social needs by providing fair incentive systems (material or moral) increases enthusiasm of acceptance of the new values, meanings and norms.

3.3. Internal Connection: (Kitchen and Daley, 2002) found that internal communication (formal or informal), is an effective way to promoting the cultural change project in terms of facilitates the transfer of information

always in time, the discovery of problems obstacles, answering employees' questions about change through, written (attractive messages, direct speech, pictures, celebrations, and others). As for **(Johansson and Heide, 2008)**, we argued that language is one of the most important mean of internal communication, to effect any change in the organization that will necessarily be accompanied by the introduction of new vocabulary and terminology bearing new values, and from that, the introduction of these new terms in the language of the organization means changing the organizational culture of this organization.

3.4. Customer Orientation: (**Mahmood, 2004, p7**) assumed that the orientation towards the internal customer contributes to identification and study of mental phenomena that affects organizational behavior, thus supporting the positive side of it and changing the negative by adding new positive values and trends. Furthermore **(Gronroos, 1996)** found that orientation towards the external customer acquires the employee's new values and norms, the desire to improve the service provided, and it makes him more aware of the needs of external customers, and motivates him to form relationships with them, which contributes to building a common culture between them working to provide better service (service-oriented culture).

3.5. Administrative Support: (**Ming-Chu, & Meng-Hsiu, 2015**) suggested that a administrative support contributes to creating a mutual relationship and partnership between the organization and its employees, which the beliefs of the employees interact and are affected by the organization's appreciation of their contributions and is concerned with their well-being. Based on this participation, the perception of administrative support appears in the form of a confidence and emotional commitment of the employee towards his organizations, and therefore the employee must fulfill this debt, and this is reflected in his acceptance of any change in his culture that would contribute to that. To effectively achieve the goals of the organization by being a part of it (**Furst & Cable, 2008**).

Based on these, the following hypothesis is developed:

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H_1:Employees' training has significant positive influences on organizational culture change.

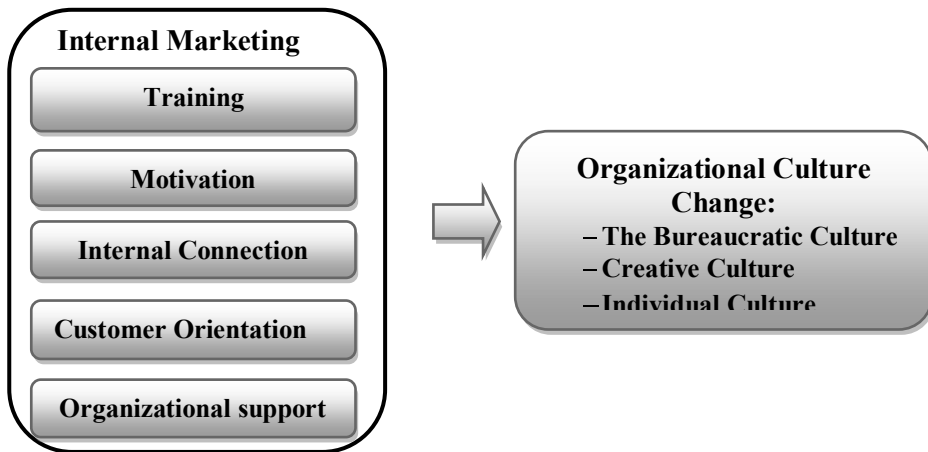H_2:Employees' motivation has significant positive influences on organizational culture change.

H_3:Employees' internal connection has significant positive influences on organizational culture change.

H_4:Employees' customer orientation has significant positive influences on organizational culture change.

H_5:Employees' administrative support has significant positive influences on organizational culture change.

So we can present the study model in the figure (1).

Fig. 1. Study Model

Internal Marketing
- Training
- Motivation
- Internal Connection
- Customer Orientation
- Organizational support

Organizational Culture Change:
– The Bureaucratic Culture
– Creative Culture
–Individual Culture

Source: Prepared by researchers based on previous studies.

4. Methods

4.1. Research Design:

This research starts with a literature review and developed questions from the already existing theories, which later is compared with the reality and the main idea is drawn form already existing theories within the research area (**Yin, 2003, p67**). Therefore, this research is of deductive nature. The methodological approach that employed in this study is a quantitative approach which is used to collect data in numerical form and

measure and analyze **the effect of IM on OCC**. The purpose of this method is to examine either relationships or cause and effect; it requires large samples examined through instruments that tests a theory created prior to the study (**Davis, 2005**). It is dominate the study as it was relevant and a structured method of data collection was utilized by means of a questionnaire, and it is reports statistical results presented with number **(Mnisi, 2005, p30)**.

4. 2. Population and Sampling Design:

4.2.1. Research Population:

The population in this work was a field-based study performed at Algeria Telecom - Biskra -. through the (84) employees.

4.2.2. Research Sample and Sampling Design

The number of survey questionnaires distributed to in Algeria Telecom -Biskra- was (70) questionnaires. of the distributed questionnaires, (60) were successfully returned. After the data cleaning process (8) cases were deleted because the hotels' employees had not completed the questionnaire properly. Finally, (52) effective questionnaires were analyzed in this study, at (74,43%) response rate.

4.2.3. Variables measurement:

The Table (3) shows the procedural definitions for each of the independent variables and the dependent variable.

Table 1. Operational Definitions

Variables	Dimension Measurement	Sources	Items
Internal Marketing (IM)	It is a process where employees are viewed as customers and must be targeted through sharing the organization vision, training, effective internal communication and strategic reward.	Caruana & Calleya, 1998; Tsai, 2008.	1-24
Organizational Culture Change (OCC)	to a large-scale intentional shift from one particular culture setting to another more superior and profitable position.	Brown, 1995; p,33 Alvensson & Sveningasson, 2008.	25-38

Source: Prepared by researchers based on previous studies**.**

4. 2.4. Instrument Reliability and Validation:

A. Reliability: Cronbach's alpha as a coefficient of reliability measures how well a set of items (or variables) measures a single one-dimensional

latent construct. If the value of Cronbach's alpha for each construct would be more than (0.7), the construct is accepted, otherwise it would be rejected. For the alphas less but near to (0.7), it may possible to be accepted (Saunders, et al, 2003). As the alpha values Table (2) for all the constructs in our study are greater than the guideline of (70), we conclude that the scales can be applied for the analysis with acceptable reliability.

Table. 2. Results of Cronbach's Alpha

Construct	Cronbach's Alpha
Internal Marketing	0.804
Organizational Culture Change	0.701

Source: Prepared by researchers based on SPSS output**.**

B. Validity: To validate the measurement model, content validity, and construct validity were assessed. The content validity was estabilished by ensuring consistency between the measurement items and the extant literature (**Soto-Acost and Merono-Cerdan, 2008**). it is a non-statistical assessment of validity which is ensured by expert judgment **(Antono et al., 2007**). The construct validity is tested for convergent by using calculated correlation of item-to-total. The result of the validity is show in (Table 3). The results indicate that each item had significant loading (most significant loadings ranged from 0.607 to 0.822) on their path loadings at the level of 0.01.

Table. 3. Test of construct validity

Construct	Item	Sig. (2-tailed)	Correlation of item-to-total
Training (T)	T1	0.000	0.610**
	T2	0.000	0.678**
	T3	0.000	0.636**
	T4	0.000	0.626**
	T5	0.000	0.780**
Motivation (M)	M1	0.000	0.621**
	M2	0.000	0.700**
	M3	0.000	0.601**
	M4	0.000	0.770**
	M5	0.000	0.694**
Internal Connection(IC)	IC1	0.000	0.645**
	IC2	0.000	0.639**
	IC3	0.000	0.630**
	IC4	0.000	0.658**
	IC5	0.000	0.717**
	IC6	0.000	0.757**
Customer Orientation(CO)	CO1	0.000	0.711**
	CO2	0.000	0.781**
	CO3	0.000	0.883**
	CO4	0.000	0.729**
Administrative Support(AS)	AS1	0.000	0.766**
	AS2	0.000	0.629**
	AS3	0.000	0.630**
	AS4	0.000	0.770**
The Bureaucratic Culture (BC)	BC1	0.000	0.609**
	BC2	0.000	0.711**
	BC3	0.000	0.611**
	BC4	0.000	0.604**
	BC5	0.000	0.822**
	BC6	0.000	0.665**
Creative Culture (CC)	CC1	0.000	0.607**
	CC2	0.000	0.800**
	CC3	0.000	0.747**
	CC4	0.000	0.653**
Individual Culture (IC)	IC1	0.000	0.761**
	IC2	0.000	0.757**
	IC3	0.000	0.683**
	IC4	0.000	0.740**

** Correlation is significant at the 0.01 level
Source: Prepared by researchers based on SPSS output

5. Results and Discussion

5. 1. General Information About the Respondents:

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The table (4) displays general information about the study sample, showing the frequencies and percentages of the variables (gender, age, and educational level).

Table . 4. Frequencies and Percentages of Respondents.

Measure		Frequency	Percent
Gender	Male	21	40.4%
	Female	31	52%
	Total	**52**	**100%**
Age	20-29	30	57,7%
	30-39	12	23,1%
	40-49	8	15,4%
	50 or more	2	3,8%
	Total	**52**	**100%**
Educational Level	High school	14	26,9%
	B.A	24	46,2%
	Master	2	3,8%
	P.H.D	12	23,1%
	Total	**52**	**100%**

Source: Prepared by researchers based on SPSS output.

5.2. Questionnaire Analysis:
5.2.1. The level of internal marketing adoption in Algeria Telecom-Biskra-:

The following table presents the results of the analysis of the level of internal marketing adoption in Algeria Telecom-Biskra-.

Table .5. Mean and Standard Deviations and the Relative Importance of the Responses of the Respondents to the Study for the Internal Marketing

Dimensions	Mean ($\bar{x}$)	Standard Deviation (S.D)	Level
Training	3.98	0.317	High
Motivation	3.72	0.460	High
Internal Communication	3.28	0.338	Moderate
Customer Orientation	4.19	0.368	High
Administrative Support	3.63	0.441	High
Internal Marketing in general	**3.71**	**0.268**	**High**

Source: Prepared by researchers based on SPSS output.

According to the table (5), the level of adoption of internal marketing in Algeria Telecom –Biskra- was high according to the scale of the study, as the median of the respondents' answers about the dimensions of internal marketing ($\bar{xx}$ = 3.71; SD =0.268). Where the dimension of "Customer

Orientation" came in the first order with at a high leve ($x\bar{x}$ = 4.19; SD =0.368), followed by "Training" at a high level ($x\bar{x}$ = 3.98; SD =0.317), "Motivation" at a high level ($x\bar{x}$ = 3.72; SD =0.460), "Administrative Support" at a high level ($x\bar{x}$ = 3.63; SD =0.441), and "Internal Communication" at a moderate level ($x\bar{x}$ = 3.28; SD =0.338).

5.2.2. The level of the types of organizational cultures prevalent in Algeria Telecom - Biskra:

The following table displays the results of the analysis of the level of organizational cultures types in Algeria Telecom –Biskra-.

Table .(6). Mean and Standard Deviations and the Relative Importance of the Responses of the Respondents To the Study for the Types of Organizational Cultures

Dimensions	Mean ($\bar{x}$)	Standard Deviation (S.D)	Level
Customer oriented culture	3.69	0.641	High
Development culture	3.55	0.747	High
Bureaucratic culture	3.74	0.648	High
Task culture	3.55	0.651	High
Role culture	3.60	0.784	High
Creative culture	3.35	0.693	High
Individual culture	3.34	0.786	Moderate
Team culture	3.62	0.736	High
Types of organizational cultures in general	3.52	0.515	High

Source: Prepared by researchers based on SPSS output.

According to the table (6), the "Bureaucratic culture" ranked first in terms of adoption ,in Algeria Telecom -Biskra- with at a high level ($x\bar{x}$ = 3.74; SD =0.648), then the "culture of customer" at a high level ($x\bar{x}$ = 3.69; SD =0.641), then followed by the "Team culture" ($x\bar{x}$ = 3.62; SD =0.736) at a high level, "Role culture" ($x\bar{x}$ = 3.60; SD =0.784) at a high level, "Task culture" at a high level ($x\bar{x}$ = 3.55; SD =0.651), "Development culture" at a high level ($x\bar{x}$ = 3.55; SD =0.747), "Creative Culture" at a medium leve ($x\bar{x}$ = 3.35; SD =0.693) And finally the "individual culture" at a medium leve ($x\bar{x}$ = 3.34; SD =0.786). So, we will try to assess the level of organizational culture change in Algeria Telecom - Biskra-, by changing the level of "bureaucratic culture" as high, and support both the level of "creative culture" and "individual culture" as they are considered the lowest level of other cultures.

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5.2.3. Level of organizational culture change in Algeria Telecom-Biskra-:

The following table presents the results of the analysis of the level of organizational culture change in the Algerian Telecom-Biskra-.

Table .7. Mean and Standard Deviations and The Relative Importance of the Responses of the Respondents To the Study for the Organizational Culture Change.

Dimensions	Mean ($\bar{x}$)	Standard Deviation (S.D)	Level
Changing the bureaucratic culture	2.59	0.338	Moderate
Support creative culture	3.50	0. 441	High
Support individual culture	3.62	0. 368	Moderate
Changing organizational culture in general	3.13	0.238	High

Source: Prepared by researchers based on SPSS output.

From table (7), it was found that level of organizational culture change in Algeria Telecom - Biskra - was moderate based on the scale of the study, as the median of the respondents' responses to the dimensions of changing the organizational culture combined was ($x\bar{x}$=3.13; SD =0.238). Where the dimension of "Support creative culture " came in the first order with at a high leve ($x\bar{x}$ = 3.50; SD =0. 441), followed by "Support individual culture" at a moderate level ($x\bar{x}$ = 3.62; SD =0.368), and "Changing the bureaucratic culture " at a moderate level ($x\bar{x}$ = 2.59; SD =0.338).

5. 3. Hypotheses Tests:

The table (8) has shown the direct effect of dimensions of Internal Marketing or organizational culture change, in term of training; motivation; Internal connection; customer orientation; administrative support.

Table. 8. Direct Effect

Hypotheses	β Coefficiens	t-value	sig
T -> OCC	0.050	0.287	0.776
M -> OCC	**0.273**	**1.967**	**0.044**
IC -> OCC	**0.254**	**1.970**	**0.043**
CO-> OCC	0.024	0.161	0.873
AS -> OCC	0.149	0.880	0.384

*** p< .001, ** p<.01, * p<.05, based on two-tailed test; t (p< .001) = 3.29; t (p< .01) = 2.58; t (p< .05) =1.96.

H1: specifies that training hasn't positive direct effect on organizational culture change. This hypothesis is verified (with β coefficient =0.050; t = 0.776). As a result, H1 was not approved.

H2: specifies that motivation has positive direct effect on organizational culture change. This hypothesis is verified (with β coefficient =0.273; t = 0.044). It shows the more communications between management and employees and between managers about needs and wants of employees lead to higher employees' commitment. As a result, H2 was approved.

H3: specifies that internal connection has positive direct effect on organizational culture change. This hypothesis is verified (with β coefficient =0.254; t = 0.043). It shows the more communications between management and employees and between managers about needs and wants of employees lead to higher employees' commitment. As a result, H3 was approved.

H4: specifies that customer orientation hasn't positive direct effect on organizational culture change. This hypothesis is verified (with β coefficient =0.024; t = 0.873). As a result, H4 was not approved**.**

H5: specifies that administrative support hasn't positive direct effect on organizational culture change. This hypothesis is verified (with β coefficient =0.149; t = 0.384). As a result, H5 was not approved.

5. 4. Discussion of the Findings:

The study was found that internal marketing dimensions has a positive direct effect on organizational culture change. According to the results above the researchers gave interpretation of these results in the following points:

− The result consisting in the absence of a relationship between training and organizational culture change indicates that the courses and training programs provided by Algeria Telecom -Biskra-, help employees gain knowledge and technical competencies to perform their daily work and tasks only, where It lacks knowledge oversocialized and skills related to

customer service, that focus on changing employees thinking and feeling, by changing cognitions, behavioral change will follow.

− The strong positive relationship between motivation and change of organizational culture indicates that incentive systems provided by Algerian Telecom -Biskra- increase employees' adherence to the principles and standards of the new culture, and contribute to changing their negative beliefs and values such as (lack of discipline, delays in work, frustration, and mistreatment with customer), and support positive values such as (cooperation, love of work, mutual trust and transparency at work).

− The existence of a medium positive relationship between internal connection and organizational culture indicates that the leaders of Algerian Telecom -Biskra- are fully involved in forming and conveying the main messages about the change initiative in order to prevent misinformation and rumors that cause anxiety and negative attitudes about change, provides the employees with knowledge and information on work procedures and any developments occurring within the organization, and impending cultural changes. In addition to its reliance on persuasion methods in order to justify a reasonable and appropriate change, and to address employees' questions and concerns about this change.

− The absence of the relationship between customer orientation and organizational culture change indicates that Algeria Telecom -Biskra- is practicing customer orientation activity, with a high level, as it is a service organization, however, this activity is only limited to external customers, so that the employees are not considered as internal customers, and therefore this activity did not contribute to changing the organizational culture of this organization.

− The absence of a relationship between administrative support and organizational culture change indicates that the Algeria Telecom -Biskra-, like other public organizations, provides limited support in normal procedures, not sufficient to increase employees' commitment and loyalty towards the organization, and influence their behavior in adopting a positive attitude towards cultural change.

5. 5.Recommendations:

According to the results obtained from the theoretical framework of the research as well as the results obtained from the reality of the statistical analysis of the data, the following recommendations were made:

- Algerian organizations in the service industry, especially Public must understand the philosophy of IM and applied for achieving high quality in services, In addition to a serious interest in organizational culture and the benefits of changing it as an aspect of critical importance in achieving competitive advantage.

- The Algeria Telecom -Biskra must build a team work as agents of cultural change. to undertake the task of coordinating between the top management and the rest of its departments, as well as the task of using experts and consultants from outside and within an organization to benefit from them in bringing about targeted cultural change.

6. Conclusion: The results of the study found that there are many types of organizational culture that prevail at Algeria Telecom -Biskra-, including: (a culture oriented toward customer interest, culture, development, job culture, the culture of the role, the culture of the team). As Results of the study that motivation, internal communication as a dimension of internal marketing have a positive effect in changing organizational culture at Algeria Telecom -Biskra-, but the other remained dimensions of internal marketing have not significant effect in changing organizational culture.

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