



## The effect of internal marketing on knowledge sharing: a case study of Algerian National Bank BNA

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*Received:* 11/03/2021

*Accepted:* 06/10/2021

*Published:* 16/12/2021

### **Abstract:**

This study aims to highlight the level of internal marketing application with its dimensions (service culture, training, incentives, and empowerment) and its impact on knowledge sharing from the viewpoint of workers in the Algerian National Bank in the city of Bechar. The results of the study revealed that there is an average application of internal marketing in the bank under study, and the results of the study revealed a positive impact relationship between internal marketing and knowledge sharing at the overall level, and between its dimensions: service culture, training, incentives, empowerment) and knowledge sharing at different levels. Sharing in the bank under study.

**Key Words:** Knowledge sharing, internal marketing, motivation, technology, knowledge management, training, BNA bank

**JEL Classification:** M31, G21.

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### **Introduction:**

Today's business organizations operate in a dynamic and changeable environment. In this regard, environmental dynamics and changes have forcing them to improve their performance permanently in order to maintain their competitive excellence. And offering high value to their customers, which contribute to increasing their market share and thus achieving the maximum possible level of profits. It can be emphasized that one of the most prominent issues in evaluating the performance of the organization is its ability to maintain and attract new customers, as this depends on the level of quality of the human resource performance within it, and therefore it can be said that improving the quality level of human resources performance depends on satisfying them as internal customers of the organization (Mehdi, A., & Tohid, G. 2011). Many researchers have been interested in the concept of internal marketing, especially for service business organizations, as an essential element for the success of those organizations. Because it considers all employees and workers within the organization as internal customers that depends on them in achieving objectives, as it depends on the interest and development of human resources as a strategic goal. (Fouad, H, A., & Mehdi, T, H., 2015). According to Darman, S, Hassen, J., (2008) internal marketing is based on two aspects. The first one is that individuals and departments are internal customers. The



goal here is to make the organization's operations as best as possible, by ensuring that each individual provides and receives superior and distinguished services. The second is to ensure that each employee works with the rest of the members in a way that serves the organization's mission, strategies and goal, as achieving this internal coordination is quite clear in service organizations. Within this framework, successful organizations have realized the importance of sharing knowledge as it leads to rapid and low-cost response to customer requirements and contributes to improving creativity and understanding the market (Wazirra, M, Y., 2012).

This research comes to face a problem that Algerian public banks suffer from, which is the low level of awareness of the top management of the importance of internal marketing and its implications on the level of knowledge sharing among its employees in order to develop their skills to provide high quality services that achieve customer satisfaction. The rest of the paper is organized as follows, the next section is the literature review where hypotheses are developed, section 3 is the methodology of the research, and finally summary and recommendations.

**Statement of the problem:** In order to provide high quality services with the aim of maintaining their current and attract new customers, banks rely on working individuals with high skills and capabilities. It has realized the importance and benefits of adopting and applying the concept and procedures of internal marketing, especially since the current customers no longer use the current services only, but prefer to participate in the production of the services they benefit from. This forces employees to understand their needs and preferences precisely from their point of view. The study came to clarify the impact of internal marketing practices to improve the performance of the human resource and to bridge the gap between the current efficiency and the required efficiency by recycling its knowledge and skills and making it in line with the changes of the environment.

According to the foregoing, the research problem was formulated in the following question: What is the contribution of internal marketing to activating knowledge sharing from the point of view of the employees of the Algerian National Bank in the city of Bechar?

This problem can be answered by asking the following sub-questions:

- What is the level of application of internal marketing practices and knowledge sharing in the bank under study?
- Is there an effect between internal marketing and knowledge sharing at the total level in the bank under study?
- Is there an effect between the dimensions of internal marketing and knowledge sharing in the bank under study?

**Importance of study:** The importance of the study is reflected in the nature and importance of the activities practiced by banks as the main pillar of economic activities in the country, in addition to the fact that it stems from a vision from the inside by paying attention to internal marketing practices in order to establish a marketing culture that contributes to enhancing the performance of human resources, by developing their skills and knowledge capabilities in a way that enables them to



respond with high efficiency to the needs, requirements and preferences of its customers by producing high-value products from their point of view and the continuation of their competitive advantages.

**Research objectives:** The research seeks to achieve the following objectives:

- Contribute to highlighting how to implement the internal marketing practices at the bank under study.
- Determining the nature of the relationship between internal marketing in its dimensions and knowledge sharing in the bank under study.
- Helping national public banks to identify the methods of applying internal marketing procedures and practices in order to improve their competitiveness and their contribution to achieving economic development.

**Previous studies:** In light of our review of the applied literature, and within the limits of our knowledge, it was found that there is a little of studies linking internal marketing and knowledge sharing as one of the dimensions of knowledge management, with a few studies linking internal marketing and knowledge management can be listed as follows:

- **Sara, A, Mohamed, J. (2016):** The study aimed to reveal the importance of internal marketing in knowledge management in institutions, and the study reached a set of results, the most important of which is the Algerian National Bank is interested in applying the concept of internal marketing with the aim of influencing the behavior and beliefs of workers, and this is to adopt and succeed knowledge management in the bank, and there is a strong positive correlation between internal marketing and management in the bank under study.
- **Abdelmoti et al. (2011):** investigated the relationship between internal marketing and service quality to customers' satisfaction in Jordan commercial banks, two questionnaires were designed distributed over two samples of Jordan bank employees and customers totaling (231) and (384) respectively, the results show that the sample attitude were positive towards internal marketing (service culture, human resources development, motives system and rewards) more than virtual mean, the evaluation were positive towards internal marketing procedures from employees perspectives since its mean is more than the virtual mean.
- **Fouad, A., & Houaraa, H. (2015):** investigated the relationship amongst internal marketing (the policy of selection and appointment, training and development, publishing marketing information, enabling employees), and service quality (dependability, responsiveness, the assurance, the confidence, tangibility, eligibility, understanding the customer, ease to access and the contacts) together with customer satisfaction in the private banks in Jordan, the sample which divided into (74) director, workers and (65) customer. The results shows that there is effect of internal marketing and service quality in customer satisfaction for the banks under research.
- **Rashid et al (2014):** assessed the reality of the application of the internal marketing (employees selection, training, incentive, internal communication, empowerment) in the organization of economic Algerian Sonatrach, the two tools



interview and questionnaire for the study was using in the study, the results shows that there is a weakness in the application of the concept of internal marketing in the organization in general, and with relative disparity in the application of the basic procedures of each separately within the organization.

- **Mehdi, A., & Tohid, G. (2011):** examined the relationship between internal marketing and organizational citizenship behavior and the impact of internal marketing mix (job products, payed costs, job place, communication) on the amount of appearing of employees' citizenship behavior of Melli bank in Isfahan city of Iran, (215) returned questionnaires have been analyzed and the results shows that there is positive effect of internal marketing in general and with each separately dimensions with employees' citizenship behavior in the bank under study.
- **Farid, K., & Halouz, F. (2017):** investigated the effect of internal marketing (recruitment, training, incentive, empowerment) on organizational performance at commercial banks in Algeria, (53) questionnaires was received and analyzed from workers of commercial banks in Skikda city, the results shows that the perceptions of respondents to the internal marketing and organizational performance level were medium, and there was a major effect with statistical significant of internal marketing on performance of the banks under study.
- **Yan, J. (2015):** The study aimed to examine and justify the concept that knowledge management must be introduced into the field of internal marketing, and to investigate how the means of communication affect knowledge sharing and organizational effectiveness. . This enables the reception staff to present hotel offers to external clients at their first meeting in a good way. Moreover, it contributes to enhancing the competencies of employees and enhances the quality of customer service during the service encounter, and thus can provide a sustainable advantage in the competitiveness of the market, in the sense that the technology dimension has a significant impact on knowledge sharing in the hotels under study compared to other dimensions of internal marketing.

**Hypotheses of study:** In order to answer the problem of the study, the following hypotheses were developed:

- There is a significant and positive relationship between internal marketing and knowledge sharing at the bank under study.
- There is a significant and positive relationship between service cultural and knowledge sharing at the bank under study.
- There is a significant and positive relationship between training and knowledge sharing at the bank under study.
- There is a significant and positive relationship between incentives and knowledge sharing at the bank under study.
- There is a significant and positive relationship between empowerment and knowledge sharing at the bank under study.



## **I. Internal marketing:**

Internal marketing is the method by which the employees within the organization is treated as real customers through a set of rules followed by the top management in the organization such as motivation, development, training and provision of everything necessary to perform tasks and functions to reach improvement and increase performance and achieve all the objectives of the organization (Mohamed, A., 2016). This definition focused on the functions of human resource management that would develop, stimulate and maintain the human resource. This was confirmed by Cahill, who defined internal marketing as the philosophy of treating employees as internal customers, working to satisfy their needs and desires, and practicing development and training processes for them in order to improve their performance level, Amétie, S. (2010) also sees it as a step for marketing from within the organization by dialogue with workers and allowing them the freedom to determine their location and participation in the organization. Rashid, M, et al. (2014) adds that internal marketing is looking at employees as customers among themselves, that is, they are customers within the organization and looking at the jobs they perform as internal products, and working to provide these, where here is the classic meaning of marketing, with customers and products to exchange among them.

Many studies agree on the adoption of the following dimensions of internal marketing, which we can explain as below:

### **1 Service culture:**

It defined as all the traditions, values, norms and characteristics that constitute the general atmosphere of the service, and affect the internal workers. Organizations have a culture and internal atmosphere that affect employees and shape their personalities, values and attitudes (Derman, S., & Hassen, J., 2008). That is, the internal marketing program is a representation of the service culture, as this service marketing program is doomed to failure if the organization does not work to establish its culture to support customer service (Derman, S. & Hassen, J., 2008), This means that the service culture is a kind of sharing the values and beliefs of the institution with its workers to give them a moral spirit, provide them with knowledge and laws and affect their behavior towards the organization and the customer.

### **2. Training:**

Training refers to the organized and planned effort to provide the human resources in the organization with certain knowledge, improve and develop their skills and capabilities, and change their behavior and attitudes in a positive manner, which may be reflected in improving performance in the organization. (Al-Aklabi, A., 2012). It is also defined as teaching the organization's members how to perform their current jobs and helping them acquire the knowledge and skills they need for effective performance, Economic, social, technological and governmental changes also affect the skills that the organization needs. Changes in these areas can make current skills lag behind developments in the environment in a short time. Also, organizational changes and planned expansions make it necessary to update employee skills or acquire new skills. And that training raises the morale and commitment of employees and contributes to creating common perceptions about the organization's vision and



objectives. Investment in training employees gives clear perceptions that the management cares about them and is ready to invest in their growth, and training serves as a catalyst in reducing employee anxiety and encouraging them to accept the new roles and expectations (Abdul Redha, A., & Raafat, A., 2013).

### **3 Incentives:**

It is the most important system that reflects the functional relationship between the management of the organization and its employees. Which leads to earning the loyalty and affiliation of the employees in the organization in which they work, and it is one of the important elements that motivate towards creativity and giving (Rashid, M. et al. 2014). The failure of many organizations to provide high quality service is due to the lack of effective systems to motivate employees. Internal marketing seeks to increase employee motivation by treating the job as an internal product and trying to sell it to employees (Assaad, H, M. & Alaa, M, K., 2012).

### **4. Empowerment:**

Where the internal market of the organization includes its employees, and this market is constantly affected by the ability of these employees to work as one unit to achieve the goals, as teamwork is a key factor in business development and maintaining a successful business strategy. Empowering workers is also one of the organizational tasks in the organization, as it refers to the delegation of authority to subordinates, and workers are empowered when the administration has the conviction to empower them, because it requires the development of individuals and the development of their skills and abilities to face and solve problems, and give them the opportunity to face challenges and in light of that their management skills must be developed In decision-making, one of the reasons for resorting to empowerment is to provide and develop the necessary skills for workers to achieve their goals and prove themselves. (Fouad, A. & Mahdi, H., 2015).

## **II. Knowledge sharing:**

It is normal for more than one department within the same organization to participate in generating previous information and knowledge due to the multiplicity and diversity of customer needs, and this diversity and diversity leads to an increase in the need for multiple organizational experiences to meet this diversity in the needs and preferences of customers. Marketing activity is no longer a function of marketing departments in organizations only, and the current complexity in the needs of customers makes it difficult for marketing officials to fulfill those needs without obtaining support and assistance from other departments and benefiting from their expertise (Hassan, A., 2011). As knowledge of use and participation increases and grows with the exchange of ideas, experiences and skills among individuals, organizations have sought to encourage participation in them by transferring them to individuals who need them at the appropriate time, by creating good means of communication and a culture that encourages their dissemination within the organization's borders (Muhammad, A., 2016 ). In organizations that are described as literate, in which managers try to increase the ability of individuals and groups to think, which means an increase in knowledge resulting from the exchange, interaction and sharing of knowledge. It is also indicated that it arises through the





presence of participants who wish to impart knowledge to others within or outside the organization and occurs at the level of individuals, departments and organizations. There are a number of factors that influence the sharing of information and knowledge, including (Hassan, A., 2011)

- The characteristics of the organizational structure: represented by formality, complexity and focus, which have different effects on information and knowledge sharing;

- Incentive systems in its various forms.

- Integration: which reflects the institution's absolute tendency to look to the future associated with interaction and coordination between the units of the institution.

- The organizational culture, regardless of its bureaucratic and creative nature, has an impact on the internal integration or symmetry owned by the members.

As Lucio & Giuliano (2010) points out, marketing is responsible for supply chain management, which expresses the ability to create and develop efficiently and effectively strategic interaction (information and knowledge) across the entire supply chain partners (integration with suppliers to reengineer value, integration with intermediaries for value delivery). As the development of integrated supply systems moved competition to a new stage, where competition between networks instead of organizations in order to find effectiveness in creating value for customers at every stage within the system, as effective management of the supply chain allows maximizing value for the end customer through products that satisfy his needs and at the lowest costs Possible (Kenneth, W, et al. 2012). The ability to connect and collaborate with external partners, through collaboration and information sharing with key external parties, includes complex and imitative processes in which many parties participate within the network, and includes strategic alliances between organizations to reduce redundancy of resources and efforts, and environmental and regulatory uncertainty. There is a consensus in the specialized literature that the continuous creation of the highest value through relationships in a dynamic environment can only be achieved if these relationships have the characteristics of mutual trust, communication and commitment (Sharif, H., 2009).

This dimension can be measured through the following elements (Hassan, A., 2011):

- Exchange of different departments and divisions within the organization to discuss market trends and developments.

- Discussing with employees within the organization the future needs of customers with other departments.

- Informing the various departments of any changes that occur to major customers within a short period.

- Availability of information on the level of customer satisfaction with the organization for all departments and sections.

- Rapid exchange of information that is available on competing organizations between departments.



### III. Materials and Methods:

#### 1. Sample, data source and collection:

The population of the study was all workers the regional direction of national bank of Algeria located in the city of Becher, the self-administered structured questionnaire has served as an operational instrument to collect cross-section primary data.

The questionnaire was built from previous studies, comprises three sections as follow:

Section (1): comprising four (5) items seeking demographic data as gender, age, education level, experience, administration level.

Section (2): consist of sixteen (16) items that assist internal marketing with his four dimensions (service cultural, training, incentives, and empowerment) four (4) items for each dimension.

Section (3): consist of ten (10) items which sought collect information about knowledge sharing.

80 was the number of questionnaires distributed to the respondents, the cumulative number of questionnaires received back is 72. Returns have been closely reviewed which 9 questionnaires have been omitted and found insufficient for statistical analysis, so the overall number of available returns is 63.

The study used secondary sources like Cronbach's alpha was applied on five-point Likert scale mustered data for validation purposes and descriptive statistics, correlation, regression and SPSS were applied for data analysis.

#### 2. Data Analysis:

##### 2.1 Reliability analysis:

Table (1) described the reliability analysis of the variables as the values of Cronbach's alpha for internal marketing is 0.892 (16-items), 0.851 for service cultural, 0.943 for training, 0.873 for incentives, 0.867 for empowerment (4-items) for each one, 0.947 for knowledge sharing (10-items), 0.912 for all variables (26-items), and it's evident from above table that the all alpha values are above 0.70 which showed the sound reliability and consistency.

**Table 1: "Reliability analysis"**

Scale	Number of items	Cronbach's Alpha
Service cultural	4	0.851
training	4	0.943
incentives	4	0.873
Empowerment	4	0.867
Internal marketing	16	0.892
Knowledge sharing	10	0.947
Total	26	0.912

**Source:** prepared by researchers depending on the output of Spss.

##### 2.2 Descriptive analysis:

The results in table (2) showed the mean values of internal marketing, service cultural, training, incentives, empowerment, and knowledge sharing where 3.24,





3.31, 3.23, 3.19, 3.25, and 3.07 respectively, which means that there is medium application of internal marketing procedures and knowledge sharing on the bank under study.

**Table 2: “Overall means of all variables”**

variables	mean	Standard deviation	N
Service cultural	3.31	0.94	63
training	3.23	0.98	63
incentives	3.19	0.89	63
empowerment	3.25	0.93	63
Internal marketing	3.24	0.94	63
Knowledge sharing	3.07	1.08	63

**Source:** prepared by researchers depending on the output of Spss.

### 2.3 Demographic analysis

Demographic results of the complete sample that size 63, shown in the table follow.

**Table 3: “Demographic results”**

		frequency	percentage
Gender	female	38	0.60
	male	25	0.40
Age	Less than 35 years old	28	0.44
	From 35 to 50 years old	31	0.49
	More than 50 years old	04	0.06
Administration level	Top administration	05	0.08
	Middle administration	21	0.34
	Down administration	37	0.58
Experience	Less than 5 years	32	0.50
	From 5 to 15 years	24	0.38
	More than 15 years	07	0.12
Education level	Postgraduate	26	0.41
	university	30	0.47
	Specialized formation	13	0.12

**Source:** prepared by researchers depending on the output of Spss.

The results of the sample shows that 60% of respondents where females and 40% where males, which means that the sample was equilibrium. and concerning age groups, the results shows that 44% of respondents had less than 35 years old, and 49% of respondents where lie in 35-50 group of age, and finally 6% of respondents had more than 50 years old. The results show also that 58% of respondents work in the down level administration, and 34% in the middle level administration, well 8% of the respondents work at top level. And about level education the results in the table show that the majority of the sample have high education with 88% range. The



last demographic component concerned about years of experiences, the results show that the half of the sample had less than 5 years experiences, and 38% of respondents connect with 5-15 years experiences.

## 2.5 Regression analysis:

### a. Internal marketing and knowledge sharing:

**Table 4: “Regression analysis of internal marketing and knowledge sharing”**

Model 01	R	R square	Beta	Sig
	.596	.355	.566	.000

**Source:** prepared by researchers depending on the output of Spss.

Table (4) demonstrate the regression analysis, where the results indicate that there is positive correlation between internal marketing and knowledge sharing where the R value is 59.6%, also the results of the model indicate that there is significant positive effect (this ensure with the value of  $p=.000$ ) between internal marketing and knowledge sharing, where 35.5% of variation in dependent variable (knowledge sharing) caused by independent variable (internal marketing). So H1 that declares: “there is a significant and positive relationship between internal marketing and knowledge sharing at the bank under study.” Is accepted.

### b. Service cultural and knowledge sharing:

**Table 5: “Regression analysis of service cultural and knowledge sharing”**

Model 02	R	R square	Beta	Sig
	.312	.097	.670	.000

**Source:** prepared by researchers depending on the output of Spss.

Table (5) reflected the regression analysis, where the results indicate that there is positive correlation between service cultural and knowledge sharing where the R value is 31.2%, also the results of the model indicate that there is significant positive effect (this ensure with the value of  $p=.000$ ) between service cultural and knowledge sharing, where 9.7% of variation in dependent variable (knowledge sharing) caused by independent variable (service cultural). So H2 that declares: “there is a significant and positive relationship between service cultural and knowledge sharing at the bank under study.” Is accepted.

### c. Training and knowledge sharing:

**Table 6: “regression analysis of training and knowledge sharing”**

Model 03	R	R square	Beta	Sig
	.322	.104	.667	.000

**Source:** prepared by researchers depending on the output of Spss.

Table (6) demonstrate the regression analysis, where the results indicate that there is positive correlation between training and knowledge sharing where the R value is 32.2%, also the results of the model indicate that there is significant positive effect (this ensure with the value of  $p=.000$ ) between training and knowledge sharing, where 10.4% of variation in dependent variable (knowledge sharing) caused by independent variable (training). So H3 that declares: “there is a significant and



positive relationship between training and knowledge sharing at the bank under study.” Is accepted.

#### d. Incentives and knowledge sharing:

**Table 7: “Regression analysis of incentives and knowledge sharing”**

Model 04	R	R square	Beta	Sig
	.459	.210	.665	.000

**Source:** prepared by researchers depending on the output of Spss.

Table (7) demonstrate the regression analysis, where the results indicate that there is positive correlation between incentives and knowledge sharing where the R value is 45.9%, also the results of the model indicate that there is significant positive effect (this ensure with the value of  $p=.000$ ) between incentives and knowledge sharing, where 21% of variation in dependent variable (knowledge sharing) caused by independent variable (incentives). So H4 that declares: “there is a significant and positive relationship between incentives and knowledge sharing at the bank under study.” Is accepted.

#### e. Empowerment and knowledge sharing:

**Table 8: “Regression analysis of empowerment and knowledge sharing”**

Model 05	R	R square	Beta	Sig
	.630	.397	.547	.000

**Source:** prepared by researchers depending on the output of Spss.

Table (4) reflected the regression analysis, where the results indicate that there is positive correlation between empowerment and knowledge sharing where the R value is 63%, also the results of the model indicate that there is significant positive effect (this ensure with the value of  $p=.000$ ) between empowerment and knowledge sharing, where 39.7% of variation in dependent variable (knowledge sharing) caused by independent variable (empowerment). So H5 that declares: “there is a significant and positive relationship between empowerment and knowledge sharing at the bank under study.” Is accepted.

#### IV. Discussion:

The results of the study showed an interest in the application of internal marketing in the bank under study, where the tendencies of study sample (bank employees) towards internal marketing dimensions, represented by: service cultural, training, incentives, empowerment were positive, about (0.24) of the general arithmetic means, resulting in the next equation (3.23-3.00). This conformed with (Sarah, M., & Muhammed, J., 2016, Abdelmoti et al., 2011, Rashid et al., 2014). Where this can be explained by the relentless efforts of the state to change the mode of management of public banks and push them to openness by influencing their organizational culture.

The statistical results shows that the respondents gives great attention to the service cultural, because it obtained the highest evaluation (0.31) higher than the measure means average (3), empowerment was in the second place with (0.25), the third place was occupied by training, it obtained (0.23) higher than measure means average (3).



When incentives came in the last place by obtained only (0.19), higher than measure means average (3).

The finding of the study indicates also that there is a significant and positive relationship between internal marketing and knowledge sharing in globally, and with each dimension separately at the bank under study. Where the results showed that the two dimensions of empowerment and incentives are the most influential in improving knowledge sharing, in the fact that centralization and complexity in the organizational structures that characterize public banks contribute to impeding the maximization of benefit Effective experience and skills of employees. And as Yan, J. (2015) confirmed the effective role of empowerment in supporting knowledge-sharing processes, by improving the capabilities and skills of employees in understanding and meeting customers' needs through high value offers, as well as increasing their levels of empowerment in the face of and solve problems that customers may encounter. The research finds that the incentives offered by the bank under study directly affect employees' willingness to share their knowledge and experience.

### **Conclusion:**

Knowledge-sharing processes allow the organizations to be rapid and low-cost response to customer requirements and contributes to improving creativity and understanding the market. The key idea of internal marketing concept is considering employees as internal customer of the organization and its purpose is to provide job conditions conforming to needs of employees. Cultivation of internal marketing allows for a change in the banks where new set of goals and institutional objectives may be created. According to Abrazi & Tohid (2011), by receiving of suitable services from organization, employees intend to make up for that services and try to give an appropriate towards the received by appearing of extra-role behaviors in addition to perform their in-role behaviors.

According to what was mentioned previously, some suggestions that can contribute to supporting the knowledge-sharing processes in public banks can be summarized:

- Researching the restructuring of an organizational structure in a way that contributes to supporting a culture of coordination between individuals within the various departments and sections, to develop the spirit of teamwork, which is a major factor in the development of business on an ongoing basis.
- The necessity of adopting the latest technologies as one of the strategic success factors in the industrial sector, and building long-term relationships with its suppliers through the continuous exchange of information and knowledge in order to reshape value for customers.
- Develop policies and training programs that contribute to updating and developing the knowledge and skills of employees in a way that supports their readiness to adapt to the targeted organizational and technological changes.

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