Analysis of internal marketing dimensions in higher éducation. Case study of Boumerdes University

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Abstract: This study aimed to analyse the dimensions of internal marketing in higher education institutions in Algeria from professors point of view. To achieve the objectives of the study, a questionnaire was prepared and distributed to the study sample, which included (110) professor among the various faculties at the University of Boumerdes.

The results indicated that the degree of practice of internal marketing among the study sample was not high. The study recommended should increase the awareness toward internal marketing thgough improving reward system and internal communications, as well as reviewing training to reach a higher level of satisfaction and performance.

Keywords: Recruitment; Training; Rewards; Management support; Internal Communication.

Jel Classification Codes: O15 ،I23

الملخص: هدفت هذه الدراسة إلى تحليل أبعاد التسويق الداخلي في مؤسسات التعليم العالي في الجزائر من وجهة نظر الأساتذة. ولتحقيق أهداف الدراسة تم إعداد وتوزيع استبانة على عينة الدراسة التي ضمت (110) أستاذا من مختلف كليات جامعة بومرداس.

أشارت النتائج إلى أن درجة ممارسة التسويق الداخلي لدى عينة الدراسة لم تكن مرتفعة. وأوصت الدراسة بضرورة تعزيز الوعي تجاه التسويق الداخلي من خلال تحسين نظام المكافآت والاتصالات الداخلية، وكذلك مراجعة البرامج التدريبية للوصول إلى مستوى أعلى من الرضا والأداء.

الكلمات المفتاحية: التوظيف؛ التدريب؛ المكافآت؛ الدعم الاداري؛ التواصل الداخلي.

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1. INTRODUCTION

Marketing is commonly defined as proviving customers with the products and services that satisfy their needs and wants. However, while the vision was oriented toward external customers, emerged a new idea of considering employees as internal customers to achieve organizational goals, where the issue of internal marketing has gained great importance in human resource management practices, as it can be profitable and help improve employee satisfaction and performance as well.

Thus; more and more organizations among them higher education institutions are starting to use internal marketing strategies, although as most public institutions seem to be far from adopting internal marketing practices toward employees, as decisions are more obligatory than engaging employees, while these institutions must review the way they communicate with their employees, so that they feel engaged in the university objectives.

1.1.Research Problematic:

Based on all the above, the following main question was formulated :

What is the level of internal marketing dimensions practice at the University of Boumerdes from the professors point of view ?

1.2. Research Hypothysis :

Inorder to adress the research problem, the following hypothesis was formulated :

The level of Internal marketing dimensions practice from the study sample point of view is high.

1.3. Research Objectives :

This study aims to achieve the following objectives :

- – Provide a theoretical framework on the concept and dimensions of internal marketing ;
- – Identify the degree of internal marketing practice at the University of Boumerdes from the professors point of view.
- – To make a number of recommendations and proposals that can contribute to enhancing internal marketing in the institutions of higher education in general and the University of Boumerdes in particular.

2. Literature review

2.1 Definition of Internal Marketing:

Berry and Parasuraman in their book «Marketing services : Competing through quality : Internal marketing is attracting», defined internal markekting as developing, motivating and retaining qualified employees through job-products that satisfy their needs (Cahill D. , 2010, p. 03). In other words, internal marketing is concerned with making available internal products (jobs) that satisfy the needs of a vital internal market (employees) while satisfying the objectives of the organization (Bohnenberger, Serje, .Damacena , & Lorentev, 2019, p. 08). Job products refer to the information, knowledge, physical and social environment and tools nessecary for internal customers to successfully perform their (job) duties so that they achieve organizational and personal workplace goals (Ragusa, 2010). Accordingly, several authors contended that internal marketing is not a part of marketing but has more to do with managing human resources, and thus, must be incorporated in all of the HR practices, where internal marketing represents efforts to bring the organization together, by training the employees and encouraging them to deliver better services (Vel , Shah, Mathur, & Pereira , 2019, p. 10).

In the view of Cahill, internal marketing is the philosophy of treating employees as customers, and the strategy of shaping jobs to fit human needs (Cahill D. , 2010, p. 03). It evolves from the idea that employees represent an internal market within the organisation, which needs to be informed about the organisation's mission, the benefits of its products and its customers expectations, so that it will contribute towards achieving success in the delivery of all marketing activity to external customers (Gilmore , 2000, p. 76). Internal customers are frontline employees who receive internal job products, and internal suppliers are those who provide such products and may consist of entire departments or the organisation as a whole, furher to supervisors and co-workers (Ragusa, 2010, p. 08). Just as external customers purchase products and services as consumers, internal customers purchase the work from others in the organization as employees. According to Berry and Parasuraman, consumers exchange economic

resources for products and services, and employees exchange human resources for a job that provides economic resources (Kimura, 2017, p. 13).

2.2. Objectives of internal marketing :

Arabelen & Baran pointed out that the main objective of internal marketing is to involve or engage employees in the organization's mission and strategic direction, and to help them understand the value of the corporate objectives (Gilmore , 2000); (Kadhem & Alaulddin , 2019, p. 114). Furthermore, internal marketing fulfills many other objectives (Mishra , 2023):

- Treat employees as customers : by meeting their needs so that they are motivated and satisfied, and thus become customer focused.

- Enhance service quality : by treating employees as customers, they become motivated and satisfied, and thus improve service quality.

- Improve the organizations products and services : as internal marketing adds value to the products and services for internal customers.

- Make employees customer-oriented : so that they are customer focused and successful in external marketing.

- Reduce organizational conflict : By reducing conflict in workplace, organizational system may function smoothly.

- Improve inter-functional coordination : improving coordination between suppliers and internal customers to achieve organizational objectives.

- Manage change : Internal marketing assists in coping with the internal and external environment changes (changes in technology, HR practices, etc).

2.3. Dimensions of Internal Marketing :

Diverse studies (among others, Santa Cruz et al. 2020 ; Ramos 2018 ; Altarifi ; 2014 ; Ahmed, Rafik & Saad, 2003) identified various dimensions of internal marketing. Based on the previous studies, five dimensions will be used in the present to identify the degree of internal marketing practice from the sample study point of view, namely: Employee recruitment, Training, Rewards, Management support and Internal Communication.

2.3.1. Employee Recruitment :

An effective and efficient recruitment and selection process is the initial step to have employees who can serve the customers efficiently. This process is even more important for organizations providing services, where the interaction with customers is direct and constant (Bohnenberger, Serje, .Damacena , & Lorentev, 2019, p. 16).

Employees are a key organizational resource, and qualified applicants are attracted to the organization through the use of specific job description and effective recruitment procedure. Careful selection of personnel contact in service organizations is an essential accompaniment to the recruitment process. Once employed, employees must participate in training program which supplies them with a view of total organization, so that they can locate themselves within, and see their importance to the organization (Wambugu , 2015, p. 59).

Another action involved in employee recruitment is the recognition of the performed works. While looking for better wages is considered as one of the main employees objectives, compensation program should be based on achieving simultaneously the organizational objectives as well as meeting the interests of the employees (Bohnenberger, Serje, .Damacena , & Lorentev, 2019, p. 16).

2.3.2. Training :

Training is another important demension of internal marketing, as it allows for the reliance on staff who are prepared for the activities to be carried out in their workplace, providing an improvement in their performance (Mero, Fernández , Alcívar, & Santa Cruz, 2020, p. 03). Training is 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 (Chami & Kaddeche , 2021, p. 970). The training takes different forms (formal and informal), formal methods of training, is based on providing programmed and targeted programs which seek to improve the skills and knowledge among workers. Regarding the informal training, they are total daily practices in the existing work supervised by one of a colleagues or superiors on the work done by the worker who does not have sufficient experience in the field of work

(Alshura , Nusair, & Aldaihani , 2016, p. 172). In addition to a more competent staff, a specific benefit realized from training is significantly decreased turnover in service personnel (Wambugu , 2015, p. 59).

Cahill argued that training must not be an attempt to enlarge anyone's job. Above all, this must not be an attempt to make it possible for someone to perform all the jobs in the organisation. The training should provide the employees an understanding of all the services provided and how they mesh with each other, so that they are armed with the information the customers may need (Cahill D. , 2010, p. 12).

2.3.3. Rewards :

Rewards and incentives refer to all monetary benefits and non-monetary rewards offered to employees, in order to attract efficient human resources and maintain them. They are considered as one of the basic means used by organizations to emphasize the desired behaviors, inorder to achieve a higher level of performance among employees (Alshura , Nusair, & Aldaihani , 2016, p. 173). The motivation of employee can be increased by appropriate incentive activity, team-building techniques, staff meetings, staff retreats, task force, seminars and workshop (Wambugu , 2015, p. 59). Moreover, rewards comprise of various elements and, primarily, can be tangible or intangible, extrinsic or intrinsic. Tangible rewards are more identifiable, demonstrable and measurable ; intangible rewards emanate from psychological, internal and attitudinal components. Intrinsic rewards are directly associated with doing a task and are intangible. Extrinsic rewards, such as pay, benefits, etc. are external to the work itself, are tangible and are controlled by external entities such as the management, supervisors and other stakeholders. Social rewards indicate the workplace interactions that an employee experiences such as working relationships with superiors, peers, subordinates, etc. (Shrivastava & Kapoor , 2019, p. 377);

Motivation strategies can help to increase an employee's drive to activity a higher level. Most employees in high contact service job are self-motivated to provide what they believe is good customer service, but they feel that management often frustrates their desires to do so. Managers of service organizations must be able to communicate their enthusiasm and

conviction to their subordinates, and facilitate employee performance (Wambugu , 2015, p. 59).

2.3.4. Management Support :

Management support is known as workers' perceptions about the level of empowerment, promotion and motivation of management (Alshura , Nusair, & Aldaihani , 2016, p. 173). It is a belief among employees about the extent to which their supervisors create a facilitative climate of psychological support, mutual trust, friendliness, and helpfulness (Mir , 2021, p. 05). Management support enhances the organizational commitment of the employees, and increases their expectations and aspirations, further to being one of the most important factor that affect emloyees motivation (Alshura , Nusair, & Aldaihani , 2016, p. 173).

Moreover, management support may be considered as a part of the job, thereby, influencing contact and employees' motivation, job satisfaction and performance, and service effort level in the workplace (Mir , 2021, p. 05).

2.3.5. Internal Communications :

Internal communication is viewed as the management of strategic relationships and interactions impacting organizational effectiveness as well as a systematic process and distribution of information at all levels (Verghese , 2017, p. 105). It is considered a main factor in the organization by being the means through which interpersonal relationships are generated (Mero, Fernández , Alcívar, & Santa Cruz, 2020, p. 03). As dimension of internal marketing, internal communication refers to the specific process of the exchange of messages that employees use at different hierarchy levels to communicate with management or with each other regarding different organizational issues (Altarifi , 2014, p. 128); (Ragusa, 2010, p. 08). Effective internal communication leads to improved business outcomes and committed employees are more productive (Verghese , 2017, p. 104).

Internal communication includes four specific activities, namely : the diffusion of the organizational objectives and goals ; the outcomes achieved and the situation of the organization ; the organizational values and culture and organizational changes (Bohnenberger, Serje, .Damacena , & Lorentev, 2019, p. 17). It is to be mentionned that the practice of internal

communications has transformed from a traditional domain to that which embraces technology and deals with staff as customers. The focus today has shifted to building relationships and motivating employees became central to how management viewed their people (Verghese , 2017, p. 06).

3. Research Method

The following section presents the analysis of the study data which were gathered from the sample through the questionnaire. The section appeared in two parts, the first presents the analysis of the demographic variables while the second presents the analysis of the questionnaire items.

3.1. Sample and Data Collection :

Data were collected through a survey conducted among professors from the various faculties of the university of Boumerdes, during the period between October and December 2023. 120 questionnaires were distributed, 114 were returned, among them 110 fully answered questionnaires from the respondents representing a response rate of 91.67% which is a statistically acceptable response rate for the data analysis.

The questionnaire was divided in two main sections as follows :

- The first section includes demographic characteristics of the study sample, which consist of : Age, Gender, Academic rank and experience.
- The second part consists of questions measuring the practice of internal marketing from the study sample point of view.

All the questions were measured using Likert 5 scale ranging from (strongly agree 5 – agree 4 – neutral 3 – disagree 2 – strongly disagree 1).

3.2. Reliability test :

A reliability test was carried out using Cronbachs' alpha, The result showed a value of (0.919) which exceeds the (70%) acceptable reliability limit, and represents a reasonable value indicating the tool consistency that enhanced its use for the study. Furthermore, the test revealed that the degree of internal consistency for internal marketing dimensions vary from 0.713 to 0.868, as shown in the following table :

Table 1. Reliability test

Dimensions	Number of Items	Reliability coefficient
Employee Recruitment	05	0.713
Training	06	0.851
Rewards	06	0.856
Management Support	05	0.868
Internal Communications	05	0.771
Internal Marketing	**27**	**0.919**

Source : based on SPSS output

3.3. Statistical data analysis :

Statistical analysis was performed using SPSS 22. For the purpose of analyzing the collected data and testing the research hypotheses, a set of statistical tools and tests were used, including : frequency tables, arithmetic mean and standard deviations and TTest.

The arithmetic mean of each item in the questionnaire was evaluated as shown in the following table :

Table 2. Evaluation criteria for Likert Scale

Score Interval (Mean)	Evaluation Criteria
1,00 – 1,79	Very low level
1,80 – 2,59	Low level
2,60 – 3,39	Medium level
3,40 – 4,19	High level
4,20 – 5,00	Very high level

4.RESULTS AND DISCUSSION:

4.1. Demographic profile of respondents :

The current section presents the demographic analysis of the study sample. The demographic variables consisted of (Gender, age, Academic rank and experience).

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Table 3. Demographic Profile of Respondents

Variable	Description	Frequency	%
Gender	-Male	47	42.73 %
	- Female	63	57.27 %
Faculty	- Faculty of Technology	18	16.36 %
	- Faculty of Sciences	24	21.82 %
	- Faculty of Hydrocarbon and Chemistry	12	10.91 %
	- Institute of Electrical and Electronic Engineering	10	09.09 %
	Faculty of Law and Political Science	23	20.91 %
	Faculty of Economic, Commercial, and management Sciences	23	20.91 %
Age	25-35 years	16	14.54%
	36-45 years	48	43.64 %
	46-55 years	42	38.18 %
	More than 55 years	4	3.64 %
Academic Rank	Professor contract	9	08.18 %
	Assistant professor (Level A and B)	44	40 %
	Associate Professor (Level A and B)	45	40.91 %
	Professor	12	10.91 %
Experience	Less than 6 years	18	16.36 %
	6-10 years	17	15.45%
	11-15 years	45	40.91 %
	More than 16 years	30	27.27 %

Source : Prepared by researchers based on SPSS output

As shown in the table above, 57.27% of the respondents were female, while more than 42.73 % were male. In terms of the age group, most of the respondents (43.64%) belonged to the category : 36-45 years age category, more than 38% are between 46 and 55 years, 14.54% are between 25 and 35 years, While 3.64% of the respondents are over 55 years old.

Regarding the affiliation of the stydy sample, 21.82% of the respondents are from the faculty of sciences. 20.91% are from the faculty of law and

political sciences, the same percentage of professors from the faculty of economic, commercial, and management sciences, 16.36% are fromn the faculty of technology, 10.91% are affiliated to the faculty of Hydrocarbon and Chemistry, and the fewer number of respondents represents 09.09% professors drom from the institute of electrical and electronic engineering

Regarding the academic rank, the large majority of the repondents are associate and assistant professor (Level A and B) representing 40.91% and 40% respectively, while the percentage of the higher education professors is 10.91 %, and 08.18 % of the respondents are contract professors.

With regard to the experience, the majority of respondents have more than 10 years worked at the university, among them 40.91% have between 11 and 15 years of experience, followed by 27.27% of the respondents that have more than 16 years of experience, 16.36% have less than 6 years of experience, while only 15.45% professors have worked between 6 and 11 at the university.

4.2. Descriptive Analysis :

4.2.1. Descriptive Statistics for : Internal Marketing dimensions

The table below shows the mean scores and standard deviation of internal marketing dimensions.

Table 4. Descriptive Statistics for : Internal Marketing dimensions

Dimensions	*Mean*	*Percentage*	*Level of Agreement*	*Ranking*
Employee recruitment	3.408	68.16	High level	1
Training	2.791	55.82	Medium level	4
Rewards	.2489	49.78	Low level	5
Management Support	3.071	61.42	Medium level	3
Internal Communications	3.249	64.98	Medium level	2
Total	**3.002**	**60.04**	**Medium level**	/

Source : Prepared by researchers based on SPSS output

Examining the table above, it can be seen that there is medium level of agreement with internal marketing items from the sample of professors point of view, as for traininig, management support and internal

communication, while the mean scores revealed high level of agreement for recruitment and a low level of agreement for rewards items.

The following tables show the mean scores and standard deviation of each dimension of internal marketing.

4.2.2. Descriptive Statistics for : Employee Recruitment

Table 5. Means and Standard Deviations of Recruitment items

Items	*Mean*	*Standard Deviation*	*Level of Agreement*	*Ranking*
The university's employment procedures are clearly outlined	3.909	0.944	High level	1
Job requirements are clearly described in job advertissement	.3827	.1073	High level	2
Recruitment at the university is carried out according to fair standards for all job applicants	,3245	.1205	Medium level	5
Previous experiences is an important criterion for selecting employees	.3254	.1207	Medium level	4
Job applicants undergo psychological tests (such as a patience test and understanding different types of personalities and behaviors) before being appointed to the university.	2.809	.1327	Medium level	3
Total	**3.408**	/	**High level**	

Source : Prepared by researchers based on SPSS output

At fist glance, the results indicate the agreement of the respondents with the recruitment items, as all the items achieved an agreement degree ranging between 2.809 and 3.909. It is noted that the first item related to the clarity of employment procedures obtained the highest value with an arithmetic mean of 3.909 and a standard deviation of 0.944, followed by the second item related to clear description of the job requirements with an arithmetic mean of 3.827 and a standard deviation of 1.073, while the third item related to the fairness of the hiring process at the university ranked last with an arithmetic mean of 3.245 and a standard deviation of 1.205.

4.2.3. Descriptive Statistics for : Training

Table 6. Means and Standard Deviations of Training Items

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Items	Average Rate	Standard Deviation	Level of Agreement	Ranking
The university is keen to involve all professors in the seminars and training courses it organizes	.2954	.1222	Medium	2
Developing employees skills and knowledge is carried out regularly at the university.	2.727	1.155	Medium	4
All professors benefit from training and development programs abroad	.2427	1.168	Low	6
The training programs I participated in developed my skills and competence at work	.3273	0.995	Medium	1
The content of the training programs matches the aspirations of the professors	2.818	0.950	Medium	3
The university provides all materials and human resources needed for training programs.	.2545	.1072	Low	5
Total	**2.791**	**/**	**Medium**	

Source : Prepared by researchers based on SPSS output

As shown in the table above, the results indicate that the opinions of the respondents on the training dimension items are medium, where all the items achieved a degree of agreement ranging from 2.427 to 3.273, and thus an average of 2.791. The results also showed that the fourth item which measures 'the contribution of the training programs in improving professors skills and competence at work' ' got the highest value with an arithmetic mean of 3.273 and a standard deviation of 0.995, followed by the first item that measures the university keeness to involve all professors in the seminars and training courses it organizes with an arithmetic mean of 2.954 and a standard deviation estimated at 1.222. While the sixth item that measures whether the university provides all materials and HR resources needed for training programs came in the fifth place and ranked low with an arithmetic mean of 2.545 and a standard deviation estimated at 1.072, followed by the third item that measures whether professors benefit from training and development programs abroad with fair and equal opportunities, came last with an arithmetic mean of 2.427 and a standard deviation

estimated at 1.168.

4.2.4. Descriptive Statistics for : Rewards

Table 7. Means and Standard Deviations of Rewards Items

Items	Average Rate	Standard Deviation	Level of Agreement	Ranking
The salary I receive is commensurate with the tasks I perform.	.2309	1.131	Low	6
The salary I get is proportional to the effort I put into my work	.2391	.1126	Low	4
Reward is allocated according to the job evaluation.	.2518	.1139	Low	3
Professors are rewarded fairly at the university.	2.682	1.010	Medium	2
The university grants incentive bonuses to professors who provide outstanding performance	.2345	1.079	Low	5
The incentives and rewards offered by the university encourage me to work better	2.691	1.107	Medium	1
Total	**.2489**		**Low level**	

Source : Prepared by researchers based on SPSS output

From the table above, it can be seen that the respondents do not agree with the items of rewards dimension, as all items achieved a degree of agreement ranging from 2.345 to 2.691, and this explains that the reward system from the study sample point of view is of a low level, with an average of 2.489. The table also showed that except the last item which measures 'whether the incentives and rewards that the respondent receive encourage him to work better' and the fourth item which measures 'whether professors are rewarded fairly at the university' that ranked medium with an arithmetic average of 2.69 and 2.682 respectively, the four rewards items ranked low, where the first item that measures 'whether the salary the professor receives is commensurate with the tasks he performs' ranked last with an arithmetic mean of 2.309 and a standard deviation of 1.131.

4.2.5. Descriptive Statistics for: Management Support

Table 8. Means and Standard Deviations of Management Support Items

Items	*Average Rate*	*Standard Deviation*	*Level of Agreement*	*Ranking*
The university provides an encouraging and comfortable work environment for professors	.2845	.1110	Medium	5
Professors have good relationships with administrators	3.391	0.809	Medium	1
Management is concerned with improving human relations at work	3.009	1.293	Medium	3
The administration gives me sufficient authority to make decisions related to my work	3.173	.1245	Medium	2
The university is keen to know the opinions of professors on work problems	2.936	.1308	Medium	4
Total	3.071	/	Medium	

Source : Prepared by researchers based on SPSS output

From the table above it can be seen that the respondents opinions on the items of the management support dimension were of a medium degree with an arithmetic mean estimated at 3.071, where all the items achieved a degree of agreement ranging from 2.845 to 3.391. The table also showed that the second item tat measures the quality of relashionships with administrators ranked first with an arithmetic mean of 3.391 and a standard deviation estimated at 0.809, followed by the fourth item related to the authority given to professors to make decisions related to their work with an arithmetic mean of 3.173 and a standard deviation estimated at 1.245, while the first item which measures 'the quality of work environment at the university' came last with an average of 2.845 and a standard deviation of 1.110.

4.2.6. Descriptive Statistics for : Internal communication

Table 9. Means and Standard Deviations of Internal communication Items

Items	Average Rate	Standard Deviation	Level of Agreement	Ranking
The university attach great attention to communicating with professors	3.092	.0135	Medium	4
Internal communications in the university enable me to get the information I need about my job	3.227	.1046	Medium	3
The university arranges regular meetings to listen to professors	.2645	1.178	Medium	5
If I encounter a problem at work, I can easily contact my direct supervisor	.3691	.1002	High	1
The university keeps us informed of any updates or new decisions.	.3591	.1128	High	2
Total	3.249	/	Medium	

Source : Prepared by researchers based on SPSS output

At first glance, it can be seen from the table above thatall the items achieved a score ranging from 0.135 to 1.178, which results in a medium level of internal communication dimension with an average score of 3.249. It is also noted from the table that the fourth item 'If I encounter a problem at work, I can easily contact my direct supervisor' obtained the highest value with an arithmetic mean of 3.691 and a standard deviation estimated at 1.002, followed by the fifth item that measures the extent to which professors are constantly informed of new decisions with an arithmetic mean of 3.591 and a standard deviation estimated at 1.128, where the third item 'The university arranges regular meetings to listen to employees' ranked last with an arithmetic mean of 2.645 and a standard deviation estimated at 1.178.

4.2. Hypothysis testing :

H_0 : The level of Internal marketing dimensions practice from the study sample point of view is not high.

H_1 : The level of Internal marketing dimensions practice from the study sample point of view is high.

The general arithmetic average of the responses was 3.002; It expresses the

overall level of the respondents agreement with the items related to internal marketing dimensions, which appears medium, and to find out whether this result is statistically significant, a T-test was calculated.

The following table shows the results of the hypothesis test.

Table 10. One-Sample T-Test

	Test Value = 0					
	t	ddl	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Internal marketing	49,252	108	,000	80,43119	77,1942	83,6682

Source : Based on SPSS output

It can be seen from the table above that the calculated value of T was 49,252, which is greater than its tabular value, and since the significance level is equal to 0,000 which is less than the approved significance level (0.05), we accept the null hypothesis.

5. Conclusion :

Internal marketing aims at engaging employees to achieve the organization's objectives, although it was a profit organization field study, more and more organizations among others, higher education institutions are inceasinly carrying out studies on internal marketing and its different dimensions. In this context, the purpose of this study was to investigate the practice of internal marketing in higher education institutions in Algeria from professors point of view, where a questionnaire was used to data collection, and was addressed to a sample of professors at the different faculties of the university of Boumerds. Spss program was used for statistical analysis.

The results indicated that the degree of practice of internal marketing among the study sample was not high, as there is medium level of agreement with traininig, management support and internal communication, while the mean scores revealed high level of agreement for recruitment items and a low level of agreement for rewards items.

It is recommended through the study that the management of the university should increase the awareness toward internal marketing, mainly thgough

improving reward system, reviewing training programs and improving internal communications to reach a higher level of employees satisfaction and therefore higher level of performance.

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