Internal Marketing as an Entrance to Building Quality of Services
(Study the mobile phone market in Algeria)

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Abstract:

This study deals with the issue of service quality linked to internal marketing. therefore we tried to provide a theoretical framework that determines and defines the various concepts related to these two terms Hence, we focused on clarifying the relationship between service quality and internal marketing shedding light on the mobile phone market, and its importance in gaining a competitive advantage and toknow the extent of adapting the market for the concept of internal marketing and increased demand for its services.

To achieve this aim, a questionnaire was designed and developed to collect the data needed for analysis, and it was distributed to (300) employees in the institutions under study in equal shares, and the statistical packages for social sciences program was used to analyze the study data.

The study found the importance of adopting the concept of internal marketing and its reflection on the quality of services provided. The study also recommended the necessity of paying attention to this concept and applying it accurately to obtain the best results.

Keywords: internal marketing, service quality, mobile phone market.

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1. Introduction:

The concept of quality is very important from the point of view of the marketing strategy, especially in the current markets that are characterized by a highly competitive stage of maturity, as raising the levels of quality of services of a particular institution is very important for the survival and continuity of the institution, and it is often a strategy with efficiency and competence, and despite the multiplicity of factors affecting the quality of services, given what characterizes services and what distinguishes them from the commodity and the ways of providing them, the human resource in any institution is a very important element and a prerequisite in any investment. In all its forms , the human resource is considered essential in improving the quality of services provided, as institutions at the present time know well that for their success, they must not only work on developing the service in itself, but must also rely on serving their workers, and developing their skills in order to serve customers with distinction, and this is what the concept of internal marketing is based on, as it is considered as one of the most important ways that institutions seek to activate strategically in their marketing activities in order to achieve the highest level of service quality.

the study Problem:

The process of dealing with a mobile phone operator aims to achieve a set of the same basic functional benefits. We find that a large segment of customers in Algeria focus on a specific customer when subscribing or re-subscribing, which increased the burden on each institution of the need to search for a competitive advantage that distinguishes it from the rest of the institutions Others in the sector to maintain their survival and continuity by adopting the concept of internal marketing as one of the inputs to build service quality Therefore, the problem of this study lies in testing the severity of the impact of internal marketing on the degree of quality of service provided, especially in light of the increasing intensity of competition, and thus increasing the possibility to raise the level of internal marketing application that leads to raising the level of quality.

On this basis, we tried to answer the following problem:

- How well does the application of internal marketing affect the improvement of the quality of services in the mobile market?

to answer this problem, we divided it into the following sub-questions:

- Do incentives and rewards affect the level of service quality in the mobile market?

- Does the clarity of the work roles of employees affect the level of service quality in the mobile market?

- Does training workers affect the level of service quality in the mobile market?

- Does the nature of relations between employees affect the level of service quality in the mobile phone market?

- Does job satisfaction affect the level of service quality in the mobile market?

- Does organizational culture affect the level of service quality in the mobile market?

We relied on the following assumptions:

- There is a statistically significant role for incentives and rewards in improving the level of service quality in the mobile market.

- There is a statistically significant role for the clarity of work roles in improving the level of service quality in the mobile market.

- There is a statistically significant role for training and training in improving the level of service quality in the mobile phone market.

- There is a statistically significant role for interaction between workers in improving the level of service quality in the mobile phone market.

- There is a statistically significant role for job satisfaction in improving the level of service quality in the mobile market.

- There is a statistically significant role for organizational culture in improving the level of service quality in the mobile market.

Objectives of the study:

The study aims to achieve the following objectives:

- Attempting to reach a better understanding of the concept of internal marketing by studying and analyzing its most important components;
- Assessing the relative importance of the role of internal marketing in building service quality;
- Develop a set of recommendations based on the results of the study, which will be reached later.

the importance of study:

The concept of quality is one of the activities that work on developing the organization's ability and increasing it in competition, and achieving numpetitive advantages that enable it to excel in the market and possibly take full possession of it without the presence of a competitor. Hence, we find that the importance of the study can be determined through the following elements:

- Recognizing how well the internal marketing determinants contribute to achieving the quality of the services provided, in a way that enables these institutions to work on improving and developing their services provided;

- Achieving distinction in the market and achieving competitive advantages by paying attention to workers;

- Giving priority to the application of internal marketing by mobile phone institutions to ensure distinction in customer service;

- Given the importance of mobile phone institutions and their main role in economic activity, and the achievement of well-being and progress for society, this study shows its importance through the goals it seeks to achieve, which ultimately leads to an increase in the ability of these institutions to achieve their goals, which is reflected in economic activity in the whole community;

- The concept of quality is considered as one of the basic concepts that contribute to the success of any institution. Quality is one of the most important activities that help the institution to achieve its goals and its distinction, continuity, survival and growth. And given that mobile phone institutions seek innovation and excellence in the application of the concept of quality that was the motivation for choosing this topic.

2. Internal marketing:

2.1 Internal marketing concept:

Traditional marketing trends are based on the relationship between the organization and the external customer, but recently many researchers have become more interested in the concept of internal marketing, especially in service institutions, and this is due to his interest in human resources and development as a strategic goal, because it achieves a basic goal that is limited to making all employees in the organization and at all levels on Complete confidence and absolute and in-depth knowledge of the customers' innermost parts in terms of their needs, desires, ambitions, aspirations and perceptions.

As the concept of internal marketing states that the staff of an organization will not achieve the advantages and benefits derived from internal marketing as a philosophy and a system unless they are firmly convinced of the importance of the product they offer.

That is to say, these workers must establish the product as a philosophy and work system that is always customer-oriented.

All of this requires the adoption of the modern marketing philosophy as one of the entrances to the customer orientation strategies and policies. Therefore, internal marketing is a philosophy and an activity that aims to deliver the organization's message and objectives to the employees in order to achieve them (Al-Tai, 2000, p. 152).

According to zeithaml et bitnerit internal marketing is defined as: 'the process of selecting, training, hiring, encouraging and rewarding efficient workers and providing equipment and technology in order to deliver the service of the required quality' (valairie & others, 2006, p. 89).

Hence, internal marketing is defined as: considering workers as internal clients and jobs as internal products, and must be designed to satiate desires and meet the needs of customers in a sense to achieve the entreprise objectives.

This means:

- considering works as clients we should search for their needs and their desires.

- designing jobs as products so as to satisfy and meet the needs of internal customers .

- Internal marketing works on a chieving enterprise goals.

This definition is considered as a basis in stating the internal marketing concept as at focuses on the workers as units, and jobs as internal products such a vision agrees much more with japanese managers claimed in the fifties , and this shows a basic base in internal marketing ethics. A satisfied worker is equal to a satisfied clent And this means that internal marketing has an effect on externed client and quality.

2.2 Internal Marketing Characteristics:

The internal marketing strategy derives its importance from the interaction process between the organization's employees and customers, especially in the field of services, where the production and consumption processes coincide and the human element controls the product delivery process, and both the organization's employees and customers participate in the production of the same product.

The internal marketing strategy aims to attract and retain the best employees and urge them to perform their jobs in the best possible way, by applying both the philosophy and methods of external marketing to workers of internal market.

The internal marketing strategy also aims to develop the knowledge of both the internal customer and the external customer and to remove obstacles that hinder organizational effectiveness. Internal marketing is characterized by the following characteristics (Djennadi, 2017, p. 16):

- Internal marketing is a social process.

- Internal marketing is an administrative process that integrates various functions within the Organization (Hassan, 2000, pp. 23-24).

2.3 Dimensions of internal marketing:

Internal marketing is an integrative administrative process among all the jobs available in the organization, which focuses on ensuring that all employees have the experience and skill to implement all operations to meet the needs and desires of external customers, and this can be done only through the following dimensions (Al-Bashabsheh, 2016, p. 601):

- organizational culture: It is defined as every belief that includes a set of information, beliefs, art, law, morals, customs and any other capabilities acquired by man by virtue of his membership in society (Kotler , 2003, p. 67).

- internal interaction: The internal interaction in the organization includes all the means and methods of communication that take place through formal and informal methods between the employees of the institution, and it includes all levels . in the organizational structure.

- Stimulus: We are talking here about the scientific management theory that focuses on material incentives as the only incentive that achieves the concept of job satisfaction for employees, but this concept is to stimulate development as it refers to all the conditions that exist in the work environment that seeks to achieve the goals of the institution and the worker.

- Training: It is an approved activity practiced by the institution with the aim of improving the performance of the individual in the position he occupies.

- Job Satisfaction: It represents a high degree of emotional feeling among workers towards the roles they play towards their jobs. And this positive feeling is the result of salaries and incentives.

- Clarity of roles: It is represented in the form and method of carrying out activities and operations and their relationship to outputs and costs (spiros, pp. 71-72).

3. Quality of Services:

3.1 The concept of quality:

Quality, according to Fisher, expresses the degree of brilliance, distinction, excellent performance, or the fact that its characteristics or some of them are excellent when compared with objective standards from the perspective of the institution, or from the view point of the customer.

Quality can also be defined as the extent to which an organization is able to produce or provide an exceptional service that is distinct from other institutions (Daradkeh & Others, 2001, p. 143).

By reviewing the previous definitions, we note that despite the multiple attempts made in this field, the researchers did not agree among themselves on a unified definition of the concept of quality, regardless of how it is perceived by the customer, or that it is a personal concept determined by the customer's awareness of how the product meet his needs.

3.2 The concept of service quality:

There are many definitions of service quality, due to the different needs and expectations of customers when searching for service quality, as well as the difference in judgment on service quality, from which the following definitions can be given (Daradkeh & Shibli , 2002, p. 18):

Service quality is that quality that includes the procedural dimension and the personal dimension as important dimensions in providing high-quality service, where the procedural aspect consists of the systems and procedures specified for service evaluation.

As for the personal aspect of the service is how the workers interact with their attitudes, behaviours and verbal practices).) with customers.

It is the quality of the services provided, whether they are expected or perceived, i.e. what "customers expect or realize in reality, and it is the main determinant of customer satisfaction or dissatisfaction, while it is considered as one of the main priorities that further enhance the level of quality in its services".

Service quality is also defined as that difference that separates the customer from the service and the quality that he feels after using the service or after providing it to him.

3.3 Perceived quality of service:

It is the perception formed by the quality of service through aesthetics, design and prices that must be similar to the actual quality (octave, 2001, p. 39).

So, perceived quality refers to the customer's judgment on the overall differentiation of the product, and therefore it differs from the actual quality in that it is a personal or behavioural evaluation, that's to say, it is an emotional evaluation by the customer of the product's performance compared to other products, and it is the essence of the value of the product from the customer's view point. Being closely and directly related to the customer's desire to pay a higher price and related to the purchase ratio and product selection, the customer's satisfaction is based on the difference between the perceived quality and his expectations for the quality of the products provided to him. He is satisfied whether the benefits achieved from the service and its actual quality are greater then he expected and came first in his mind, or equal to it, and this is what makes him feel psychologically comfortable, gaining his confidence and reassurance towards the institution by continuous dealing with it and advising others about it (octave, 2001, p. 144).

3.4 Dimensions of service quality:

The dimensions of service quality are represented by a set of factors that determine the organization's ability to produce and provide distinguished services (lindsay & Evans , 2011, p. 222):

- **Reliability:** The organization's ability to deliver the service it promised to provide accurately and correctly, i.e. the level of performance;

- **Response:** the willingness and receptivity of users to provide the service;

- **confidence:** refers to the extent of the guarantees conveyed by the service provider to the customer and the most important one is to continue to provide services until they reach saturation;

- **Tangibility:** it is represented in the physical facilities available to the institution, equipment, tools and means of communication. In many cases, the service may be evaluated by the customer based on the formal or basic characteristics accompanying the service;

- **Eligibility:** It means the level of competence enjoyed by those in charge of providing the service in terms of skills, abilities and knowledge;

- **Understanding the customer:** providing effort and personal care to a customer, determining his requirements, knowing his needs, and matching the service with these needs;

- Ease of access: It means the convenience of the location of the place of service provision and the ease of access to offices and individuals and those responsible for them, or the ease of obtaining them from a distance;

- Communication: Refers to the exchange of service-related information between service providers and customers in an easy and convenient way.

4. Results analysis:

The important point in this study is to verify the existence of a causal relationship between internal marketing and the quality of services in the mobile communications market, by passing through the various determinants of internal marketing: incentives and rewards, clarity of work roles, formation, formal and informal relationships, job satisfaction, organizational culture.

4.1 Study Methodology:

In our methodology, we relied on the following points: elaborating a questionnaire, collecting data, verifying its validity describing the sample and reaching results.

4.2 Study community:

The mobile phone market in Algeria consists of three institutions that represent the study community, according to the nature of the research and the availability of a sufficient number of workers who achieve the objectives besides the cooperation of its departments.

4.3 Questionnaire:

For a better analysis, we prepared a questionnaire containing all the topics by placing them in a scale based on a group of early completed studies, where we tried to know the effect of internal marketing on the quality of services provided by institutions active in this sector, and it was drafted in a simple and clear way in order to avoid difficulties that members under stady may encounter when answering.

Each of these elements was verified by a specific scale and it contained the following parts:

- **Part one:** Personal information for sample description;
- **Part two:** specific to the dimensions of internal marketing and its relationship with the quality of services.

4.4 Sample size:

Such studies are very sensitive to the size of the sample, and the recommended minimum sizes are between 100 and 150 individuals, so the quotient of (15) individuals for each standard is stipulated, and therefore the size of the tested sample will be (300) employees.

4.5 Statistical analysis:

The study data was processed using a number of descriptive and inferential statistical methods, depending on the statistical analysis program, specifically:

- The reliability coefficient Alpha Cronbach, which is used to verify the degree of stability of the scale used, as it focuses on testing the degree of internal consistency between the contents or items of the scale under test.

- Arithmetic averages and standard deviations to find out the employees' evaluations for each of the given statements.

- Correlation coefficient in order to determine the shape and direction of the relationship between two variables.

- Linear regression in order to mathematically determine the shape and direction of the relationship between the two variables.

- Additionally the coefficient of determination that represents the percentage of variance in the dependent variable of the study, which can be explained by the independent variables, and measures the strength of the relationship in the regression model, was also calculated.

4.6 Sample Description:

The sample consists of 32.1 percent of women and 67.9 percent of men, 56.6% of them are less than 30 years old, 27.8 percent are between 30 and 50 years old, and finally 15.6 percent are between 50 and 60 years old.

4.7 Study the stability and suitability of the study tool:

In order to confirm the suitability of the tool, we used Cronbach's alpha coefficient, which should be greater than 0.7, for this case the weakest alpha for the expressions was 0.747 so that all the expressions can be preserved.

4.8 Data analysis and hypothesis testing:

We try to study the impact of each variable of the study (incentives and rewards, clarity of work roles, training, formal and informal relationships, job satisfaction, organizational culture) on the quality of services in a causal and sequential manner, where the word causation means that a particular variable is the reason for the existence of the other, this The causal relationship in itself leads to the occurrence of a linear relationship between a dependent variable and an independent variable, so that the nature of this relationship is either positive when the relationship between the two variables is positive or inverse when the relationship is negative.

4.9 Evaluation of internal marketing determinants by employees:

To evaluate the statements related to the various determinants of internal marketing, by calculating the arithmetic averages of the answers and standard deviations, and the results were as follows:

Table 1. Evaluation of the determinants of internal marketing

Phrase	SMA	Standard deviation	Relative importance
Incentives and rewards			
Incentives and rewards are a motivationaltool for employees to achieve the goals of the organization	3.42	0.93	medium
The incentive system includes all employeeswithout exception	3.86	1.22	medium
There isgeneral satisfaction with the rewards and incentives on the part of the employees	3.64	1.08	medium
The salaryis a motivator to provide the best level	3.74	1.20	High
Clarity of job roles			
There is a clearseparation of responsibilities in the organization	3.94	1.07	medium
There isstandardization in the work plan at the level of each job	3.28	1.02	medium
Each job level has specifictasks	3.28	1.1	medium
Each job has a specificauthority and responsibility	3.29	1.34	medium
Training and practice			
Training includesvariousprofessional stages	3.49	1.12	High
Training and practice are	3.52	0.98	medium

among the priorities of the organization			
There are training programs capable of developing the capabilities and skills of employees	3.26	0.96	medium
The relationshipbetweenemployees			
The organizationworks to motivateworkers in order to establishfriendly relations betweenthem	4.07	1.3	High
The organization supports the idea of teamwork	4.42	1.11	High
The organization uses a variety of differentmethods to improve the workatmosphere	3.71	1.02	High
The organizationworks to provide a suitableatmosphere for workers	3.39	0.86	medium
Job Satisfaction			
The companyprovidessafety for itsworkers	2.95	1.04	medium
The company cares about the problems of itsworkers	3.65	1.25	High
The companymaintains a good level of satisfaction of itsemployees	3.42	1.04	medium
The institution possessessufficient conviction to achieve the satisfaction of itsworkers	3.09	1.07	medium
organizational culture			
The organizational culture of the organizationisclear	3.17	1.05	medium
The dissemination of	3.45	0.96	medium

organizational culture among Employeesthrough modern means			
The worker has all the information about the organizational culture of the organization	3.72	1.22	High
The organizational culture of the organization matches its objectives	3.38	1.07	medium

Source: the results of the statistical analysis

- If the arithmetic mean is less than 1.8 it is too low.

- If the arithmetic mean is between 1.8 and 2.6 low.

- If the arithmetic mean is greater than 2.6 and less than 3.4 mean.

- If the arithmetic mean from 3.4 to 4.2 is high.

- If the arithmetic mean is above 4.2, it is too high.

It is clear from the results obtained about the determinants of internal marketing by employees that they are high, with an arithmetic mean of 3.49 and a standard deviation of 1.12, and the level of incentives and rewards is very high, with an arithmetic mean of 4.42 and a standard deviation of 1.11. With averages of 3.42 and 3.38, respectively, it is characterized by a medium relative importance in building the quality of services in the mobile communications sector.

4.10 Correlation study:

In order to study the correlations between the study variables and their strength, we calculated the Pearson correlation coefficient and the results were as follows:

Table 2. Correlation analysis

Variables	Correlation coefficient	Indication level
Training/Quality of Services	0.731	0.05
Clarity of work roles/quality of services	0.624	0.05
Incentives and rewards/quality of services	0.931	0.05
Job satisfaction/service quality	0.865	0.05
Formal and informal relations/quality of services	0.831	0.05
Organizational culture/service quality	0.689	0.05

Source: the results of the statistical analysis

It is clear from the previous table that the correlation between the study variables is a strong direct correlation at the significance level of 0.05, where the correlations between all the variables were positive, i.e the more the institution adopts the concept of internal marketing, the better it improves the quality of services provided to customers.

Table 3. Hypothesis Test

Hypothesis	Hypothesis text	Results
Hypothesis 1	Incentives and rewards positively affect the quality of services	$r2= 0.771$ $T = 6.321$ $\beta = 0.851$
Hypothesis 2	Clarity of roles positively affects the quality of services	$r2= 0.831$ $T = 10.235$ $\beta = 0.938$
Hypothesis 3	Training positively affects the quality of services	$r2= 0.973$ $T = 8.85$ $\beta =0.783$
Hypothesis 4	The nature of employee relations positively affects the quality of services	$r2= 0.917$ $T = 4.583$ $\beta = 0.914$

Hypothesis 5	Job satisfaction positively affects the quality of services	r2= 0.845 T = 6.235 β =0.856
Hypothesis 6	Organizational culture positively affects the quality of services	r2= 0.789 T = 5.837 β =0. 642

Source: the results of the statistical analysis

This study came to practically verify the factors and establish the relationship of adopting internal marketing with service quality in the mobile phone market in Algeria, and the regression results came to confirm that the model is statistically significant.

-The effect of incentives and rewards on the quality of services:

In this element, we will confirm the results of previous studies, carried out by many researchers, which state that incentives and rewards positively affect the quality of services, incentives and rewards that mean the compensation that the service provider gets and the effect they have on the level of quality that plays the role of the dependent variable, and this confirms the nature of the direct relationship, which is confirmed by the value of the coefficient of determination. Incentives and rewards explain 85.1 percent of service quality, and thus we verified the validity of the first hypothesis.

- The effect of clarity of performance on the quality of services:

The separation of interests and the clarity of each individual within the institution leads to an improvement in the level of services provided with a high percentage, that's to say, there is a linear relationship between the clarity of the roles that play the role as an independent variable and the quality of the service that plays the role of the dependent variable. Thus we obtained the results shown in the table, which indicate the severity of The effect caused by the clarity of roles on the quality of services and it confirms the nature of the positive relationship, as the clarity of roles explains 93.8 percent of the quality of service provided to a customer, and in consequenece, we verified the validity of the second hypothesis.

- The effect of training on the quality of services:

Configuration is an important dimension that translates the level of services provided, as the type of relationship that exists between them is linear, where configuration plays the role of the independent variable and the quality of services the role of the dependent one, and this confirms the validity of the third hypothesis, as configuration explains 78.3 percent of the quality of services provided to a customer.

-The effect of the nature of relations between employees on the quality of Services:

The correlation between employees enables the weaving of a strong and sustainable bond between them and translates into harmony at work, and this is what leads to providing high quality service to a customer, meaning that the relationship between them is linear, and this confirms the validity of the fourth hypothesis as the nature of the relationship between workers explains 91.4 percent of service quality.

-The effect of job satisfaction on the quality of services:

The results obtained from the regression analysis show the significance of the results, which indicates the stability of the regression coefficient $\beta = 0.845$, i.e the change in job satisfaction by one unit affects the quality of services by 84.5%,and the above explains the acceptance of the fifth hypothesis.

-The impact of organizational culture on the quality of services:

There is a statistically significant effect of organizational culture on the level of service quality in the institution at the level of significance of 0.05, where the value of β indicates 0.642. It shows that organizational culture explains 64.2 percent of the variance in the level of quality, and therefore we accept the validity of the sixth hypothesis.

5. Conclusion:

The quality of services has become one of the concepts that service marketing men have given more importance than other variables for this reason, knowing the variables that can contribute to building this quality is the source of the life of the institution, as the most important goal in this study is to highlight the relationships that exist between the variables that make up internal marketing and quality of services.

The study found a strong correlation between the various dimensions of internal marketing adopted in the current study and the level of service quality in the mobile phone market . thus, results highlighted the existence of an effective strong relationship of rewards and incentives that the institution granted for workers for quality of services provided, as these rewards are considered strong mobile to deliver advanced levels of quality.

As for the clarity of work roles, the study acknowledged the existence of a strong correlation with the quality of services, because the separation of jobs and interests provides a healthy work environment that allows the best provision of services and consequently achieving goals.

The results also showed that practice and training programs granted by the institution to its workers work to increase opportunities for progress and growth, based on workers' acquisition of new skills and knowledge that contribute to the development of services provided to clients, in addition to the fact that the existence of strong and solid internal relationships between workers of different jobs and administrative levels also leads to the creation of Good work environment This is reflected positively in the level of quality of services.

Last but not least, the study found the importance of both the job satisfaction of workers towards their institutions and the clarity of the organizational culture through which we can make workers more efficient and effective in providing services.

Based on the results that have been reached, we tried to make the following Recommendations:

- It's necessary to attach importance to employment ways, which must be based on the needs of the institution and the skills required.
- Securing a healthy work environment that helps attracting highly qualified individuals. work.

- Providing apprentice ship and training programs periodically to workers because of their effect on accomplishing there messions.

- Providing fair material and moral incentives as encouragement to workers to do their best permanently.

- It's necessary to improve the communication process between employees at defferent levels, for that it increases interaction between them.

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