

The impact of internal marketing on customer satisfaction from the viewpoint of hotel workers in Setif

Ammar BENSEDIRA ¹, fatiha BOUHROUD ²

¹ University of Farhat Abbas Setif, (Algeria), human resources development (urdrh),
ammarsensedira@univ-setif.dz

² University of Farhat Abbas Setif, (Algeria), bouhroudfatiha@yahoo.fr

Received:03/09/2020 Accepted:05/31/2020 Published: 06/30/2020

Abstract :

This research aims to highlight the importance of adopting internal marketing practices on customer satisfaction in Algerian tourism institutions.

A survey was conducted on a sample of employees of hotel establishments in setif, and it was found through this study that there is a statistically significant correlation between the adoption of internal marketing practices and the level of awareness of the importance of internal marketing in achieving customer satisfaction, The results also indicated that internal marketing practices positively affect customer satisfaction.

Key words: internal marketing, customer, customer satisfaction, Hotels, Tourism.

JEL classification codes:O15, M51, M53, M31

ملخص:

يهدف هذا البحث إلى إبراز أهمية اعتماد ممارسات التسويق الداخلي في تحقيق رضا العملاء في المؤسسات السياحية الجزائرية.

وقد تم توزيع استبيان على عينة من العاملين في المؤسسات الفندقية بولاية سطيف، وتبين من خلال هذه الدراسة أن هناك علاقة ذات دلالة إحصائية بين اعتماد ممارسات التسويق الداخلي ومستوى إدراك العاملين بأهمية التسويق الداخلي في تحقيق رضا العملاء، كما أشارت النتائج إلى أن ممارسات التسويق الداخلي تؤثر بشكل إيجابي على رضا العملاء.

الكلمات المفتاحية: التسويق الداخلي، الزبون، رضا العملاء، الفنادق، السياحة.

تصنيف JEL: O15. M51. M53. M31

1. Introduction.

Several studies have recently paid attention to developing the service field, but they did not give sufficient importance to improve the performance of workers and improve the conditions of the work environment, which constitute the basis for providing services and obtaining customer satisfaction, and then the analysis of the conditions of the work environment and the ruling factors must be confirmed and provided. Considering that the adoption of internal marketing practices will greatly affect the growth and the performance of institutions in general and service in particular, the latter in which the direct encounter takes place between the service provider and the customer, it becomes to the ability and skill of the service provider to have a direct impact on the service delivery process and on the customer satisfaction. It has become very important to measure the reactions of workers, in addition to their physical, social, administrative and psychological work conditions, as well as the interest of managers in this important factor, which is the psychological aspects of workers, and one of the things that embodied a revolution in the field of personnel management as they started looking at the satisfaction of the employee as an essential element because of this positive relationship in their performance and their accomplishments at work, as the value of the service provided is done through workers who must enjoy the quality of the career life provided by their institutions through internal marketing. The application of the concept of internal marketing may have a significant impact in achieving customer satisfaction, which is the ultimate and primary goal to ensure the success of the service and its continuity.

1.1. The problematic: Customer satisfaction is one of the most important topics in modern marketing thought, and in general the customer's satisfaction with a specific service will lead him to search for it and order it again. It is noticed in many service institutions and in the Algerian hotel that there is an absence of applying the internal marketing and the ignorance of the effective role of internal marketing in achieving customer satisfaction

Therefore, the problem is: What is the impact of internal marketing practices on achieving customer satisfaction?

1.2. study Hypothesis: The research problem will be studied by confirming the following hypotheses:

- There are differences in the extent to which internal marketing practices are applied, due to some personal or institutional variables.
- The level of the interviewed perception of the impact of adopting internal marketing practices on customer satisfaction varies from the learning and the experience of workers.
- The adoption of internal marketing practices affects positively on the level of the interviewed awareness of the importance of internal marketing in achieving the customer satisfaction.

2. theoretical review.

2.1. internal marketing.

a. internal marketing definition

- Internal marketing : is a planned effort using a marketing like approach directed at motivating employees, for implementing and integrating organizational strategies towards customer orientation (Pervaiz & Rafiq, 2002, p. 03).
- Internal marketing is attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs (Cahill, 1996, p. 03).
- Internal marketing is the philosophy of treating employees as customers indeed, "wooing" employees, and is the strategy of shaping job-products to fit human needs" (Aburoub, 2011, p. 109).
- Series of processes and communication activities for internal collaboration that are implemented to achieve an organization goals in the medium to long run (kimora, 2017, p. 12).

b. elements of internal marketing: All marketing activities done in any organization to attract, retain, and promote customer loyalty within organizations takes place. In addition to this, human resource management seeks to achieve internal customer commitment, job satisfaction, and winning the trust of the managers that it would have been associated with marketing activities within the organization. In general, the basic elements of internal marketing can be examined from several different aspects (Mirza & Gheysari, 2017, p. 145).

Employee recruitment: Successful internal marketing should start with recruiting employees to perform marketing tasks. Gorchels noted that it is important to recruit employees who fit the values of the organisation because changing employees' attitudes and behaviours is

more difficult and costly once they have been recruited. For these reasons, Ahmed and Rafiq suggested that it is beneficial to spend time selecting the person who matches the desired criteria. In addition, Ahmed and Rafiq considered recruiting customer-oriented employees as an important element of internal marketing (Ali, 2012, p. 245).

Job security : Job security is considered as one of the key elements of internal marketing. This aspect of the internal marketing employees in the field of occupational safety covers acceptable. Any decrease in productivity or profitability may transfer, retraining and job rotation lead. As a way to prevent the loss of employees and re-use them in other sectors is possible. Studies indicate the fact that increasing levels of job security, satisfaction, loyalty and trust in the management increases

Training varies widely: in an economy of the developed world, the development of one of the most important factors to achieve competitive advantage in the global arena. Generally, employees training in relation to identifying and solving problems, making the necessary changes in work processes and practices and after-sales service products. The investigations determined that investing in education will bring tangible results to the results improve attitudes, skills in relation to improving the quality of services and satisfaction and loyalty in its employees.

Offering generous rewards: providing benefits and paying higher than average industry level commensurate with performance and efficiency, one style of this work. Studies have found that employees rights and benefits higher than average levels of satisfaction and commitment to the organization.

Information sharing: to build communication and information sharing organizations should be using different methods, establish the flow of information within the organization. The importance of the flow of information to facilitate the decision-making and create a suitable mechanism for feedback is. As well as improve the capabilities of its existing.

Empowerment: empower the two aspects that include the discretionary power of expectations and responsibilities on the one hand and on the other side.

Reducing the gap among employees: reducing the distance the working classes, they can easily express their ideas and thus creativity, honesty, trust and job satisfaction increases. Reduce the difference between the two methods, reducing the difference in salary levels

within the organization and establish institutional symbol of corporate communications in order to develop a culture based on integrity and trust and organizational justice.

c. Internal market research and segmentation: Internal market research is the research used to identify employees' needs and attitudes towards work conditions, compensations, benefits, organisation policies and any other job related issues. Internal market research will enable management to receive direct feedback concerning the degree of satisfaction of internal customers with the internal products for which they are exchanging resources, in order to identify the aspects of the jobs that need to be improved or changed. On the other hand, Ahmed and Rafiq defined internal market segmentation as the process of grouping employees with similar characteristics, needs and wants or tasks. Internal market segmentation can be applied to find the right kind of people to recruit for different positions or to discover the different internal service expectations of employees and identify any difference between internal market segments (Ali, 2012, p. 246).

2.2. customer satisfaction

a. customer satisfaction definition

- The consumer's response to the evaluation of the perceived discrepancy between prior expectations (or some norm of performance) and the actual performance of the product as perceived after its consumption (kruger, 2015, p. 11).
- Customer satisfaction is a measure of how your organization's total product performs in relation to a set of customer requirements (hill & alexander, 2006, p. 02).
- Customer satisfaction is a cognitive and affective reaction to a service incident, It is regarded as a fulfilment response, from comparing a customer's experience with his or her expectation of a service encounter (Yuen & Vinh, 2015, p. 173).

b. customer satisfaction importance: Customer satisfaction is extremely important because it is the way of getting feedback from the customers in a way that they can use it to manage and improve their business. Customer satisfaction is the best indicator of how the business looks like in the future. Customer satisfaction helps in doing SWOT analysis that could help them to develop their business in an advance and in a systematic way. Besides this, it will also help in

making the right decision to use the appropriate resources while manufacturing the products. Similarly, it maintains the relationship with the existing customers and also creates the possibility to acquire others (Khadka & Maharjan, 2017, p. 18).

c. customer satisfaction index: Customer satisfaction can be measured by the following indicators (Ilieska, 2013, p. 330)

Customer Expectations :Customer expectations is a measure of the customer's anticipation of the quality of a company's products or services. Expectations represent both prior consumption experience, which includes some nonexperiential information like advertising and word-of-mouth, and a forecast of the company's ability to deliver quality in the future.

Customer expectation -customers experiences with product or service and information about it: media, advertising, salesperson, word of mouth from other customers, customers expectation influence the evaluation of quality and forecast how well the product or service will perform.

Perceived Quality :Perceived quality is a measure of the customer's evaluation via recent consumption experience of the quality of a company's products or services. Quality is measured in terms of both customization, which is the degree to which a product or service meets the customer's individual needs, and reliability, which is the frequency with which things go wrong with the product or service. Three questions measure the perceived quality: overall quality, reliability, the extent to which a product or service meets the customers needs. Perceived quality proves to have the greatest impact on customer satisfaction

Perceived Value : Perceived value is a measure of quality relative to price paid. Although price (value for money) is often very important to the customer's first purchase, it usually has a somewhat smaller impact on satisfaction for repeat purchases. Two questions measure the perceived value: overall price given quality, overall quality given price. Perceived price is usually only important in the first purchase decision.

Customer Complaints : Customer complaints are measured as a percentage of respondents who indicate they have complained to a company directly about a product or service within a specified time frame. Satisfaction has a negative relationship with customer complaints, as the more satisfied the customers, the less likely they are to complain. Customer complaint activity is measured as the percentage of respondents who reported a problem with a company's

product or service within a specified time frame. Satisfaction has an inverse relationship to customer complaints.

Customer Loyalty: Customer loyalty is a combination of the customer's professed likelihood to repurchase from the same supplier in the future, and the likelihood to purchase a company's products or services at various price points (price tolerance). Customer loyalty is the critical component of the model as it stands as a proxy for profitability. Customer loyalty is measured through questions on the likelihood to purchase a company's products or services at various price points. Customer satisfaction has a positive effect on loyalty, but the magnitude of that effect varies greatly across companies and industries.

d. internal marketing and customer satisfaction: Internal marketing is aimed at improving employees' satisfaction, which will, through increased company loyalty (Fangue & Douanla, 2019, p. 17), impact on customers' satisfaction with whom they are in direct or indirect contact. Hence, employees should be informed about the company offerings, but also to understand the business mission, goals, strategies and organizational processes. According to Gummesson, internal marketing has emerged from the service marketing and its purpose was to influence the personnel in interactive contact with customers towards better, Improving the Quality of HR by Implementation of Internal Marketing management of the business portfolio and the manifestation of greater autonomy in dealing with customers. In services industry, delivery channels are shorter, and the buyer is usually in direct contact with service providers. The services are inseparable from the service and cannot be stored, so it is very important that the service provider is satisfied his task and the conditions he operates in. Employees are promoters of their company even when away from their jobs, so their behavior in public may affect the company's image. Keuhert and Levin suggested that employee's satisfaction affects the service quality dramatically and results in customer's satisfaction (khodabakhsh & mashayekhi, 2014, p. 473), If the employees believe in what the organization does and means, they are motivated to work harder and their loyalty to the organization is grater. In the external environment, the outcomes of implementation of customer retention strategies are directly dependent on their satisfaction with service. In the internal

environment, employees' retention depends on their job satisfaction and the quality of internal services. The positive correlation between these dimensions implies the implementation of various activities that should be organized and coordinated in order to achieve continuity. If one dimension is not displaying properly, activities carried out further will not make any sense. This is the reason why there is no evidence that there is causality between employee- and customer satisfaction. In other words, employee satisfaction alone is not sufficient. However, if properly directed and if it refers to the work environment in which a quality product/service is created and delivered, it can be a factor in customer's satisfaction, consequently, greater profitability of the company. The basis for linking employee satisfaction and satisfaction and loyalty of customers/clients and, consequently, making profit, is shown using the service-profit chain that is basically the same as a positive feedback and employee satisfaction. Dependency between satisfaction and loyalty of employees, and customer's satisfaction, shows a positive feedback loop, because the profitability increases if there are more loyal customers, which means that we should make special efforts to maintain good long-term relationships with Done, existing customers, and to the direction of expanding cooperation. Also, customer loyalty increases if they are satisfied, and their satisfaction is even higher if the quality of service is above their expectations. This value will be delivered only by employees who are satisfied and motivated, and who know their job well (Ioan & Ivana, 2011, p. 64).

3. methodology, data source and the hypothesis testing.

3.1. methodology.

a. the study community: The study population was represented in the total number of employees in the hotel establishments operating in Setif, with their different forms, classification and positions.

59 workers have been chosen from this community (distributed over 12 hotels). The statistical reference is the individual employed in the hotel establishment.

b. the study tools: The purpose of the questionnaire was to collect the required data, in which it was divided into two parts. The first part included general data for the interviewed: age, gender, educational level, experience inside and outside the institution, duration of activity,, polarized clients and the nature of the services provided, while the second part includes the study axes, which evaluates the interviewed attitudes regarding the adoption of the internal marketing

practices as the first axis, and evaluates the interviewed perceptions about the importance of internal marketing practices in achieving customer satisfaction as a second axis.

c. analysis tools and hypothesis testing: The following set of statistical tools has been adopted for the purpose of presenting and analyzing data and testing hypotheses:

- The Alpha Cronbach test to measure the stability of the tool and the internal consistency of the expressions: The Alpha Cronbach parameter was calculated for the total questionnaire terms, and it was estimated at: 0.739 which is an acceptable value that exceeds the value used in the field of the social sciences by 60%. It indicates the reliability of the tool for analyzing the studied phenomenon.
 - Absolute and relative repetition to describe the studied sample.
 - ANOVA test to study the effect of personal and functional variables on the responses of the interviewed; research that the decision base depends on the level of statistical significance F at the level of significance 0.05.
 - Regression and multiple correlation analysis: to test the effect relationships between the study variables adopted according to the hypotheses, so that the decision base depends on the significance of the bilateral and multiple correlation at the significance level 0.05.
- For the answers, they are distributed according to the degree of approval specified in the table, depending on the Likert five-way scale as follows:

$$\text{Range} = 5-1=4 \text{ field length } \frac{4}{5}=0.8$$

Table 1. Areas of approval

The highest rate	Field boundaries	The decision
1+0.8	[1.80-1]	Strongly disagree
1.80+0.80	[2.60-1.80]	Not agree
2.60+0.80	[3.40-2.60]	neutral
3.40+0.80	[4.20-3.40]	okay
4.20+0.80	[5-4.20]	Strongly agree

Source: spss 19 output

3.2. data presentation and analysis

a. study sample data

Table 2. sample data

Observation	%	Repetition	options	
A group under 30	72.9	43	Under 30yo	age

years old is the dominant category of workers with a significant percentage of 72.9	22	13	[30-40]	
	5.1	3	[41-50]	
	0	0	Over 50	
The working class of males is almost half of the female category in the institutions under study	66.1	39	male	gender
	33.9	20	female	
The percentage of workers with a university level exceeds the percentage of workers in the other two levels combined	20.3	12	Middle school	Educational level
	23.7	14	High school	
	55.9	33	university	
Most of the workers do not exceed 5 years working in the institution, while only 47.4 of the workers in their institutions are active for more than 10 years	52.5	31	Less than 5 years	experience
	27.1	16	[5-10]	
	20.3	12	[11-20]	
	0	0	Over 20years	
A large percentage of workers in the institutions under study were working in private institutions	72.9	43	private	External experience
	27.1	16	general	
Most of the institutions under study have been active for 20 years in the field.	30.5	18	Less than 5 years	Activity duration
	35.6	21	[5-10]	
	33.9	20	[11-20]	
	0	0	Over 20 years	
The institutions that are active in the international and local level are much larger than the ones that operate locally	20.3	9	local	Customer
	0	0	foreigners	
	84.7	50	Local and foreigners	
The institutions under study are small and medium	20.3	12	[1-9 worker]	Institution size
	79.7	47	[10-49]	
	0	0	[50-250]	

companies, which is indicated by the percentage of large, non-existent institutions				
All institutions under study adopt two main activities	0	0	accommodation only	Service provided
Accommodation and food	100	59	Food and accommodation	

Source :SPSS 19 outputs

We notice from the above table that most of the workers in these hotels are male, with a percentage of 66.1%, and most of them do not exceed the age of thirty, while we find that 44% of the workers have a secondary level or less, and about 56% have a university level. The workers also differ in terms of their level of experience in their field of work, as most of them did not exceed 5 years working in their institutions and approximately 47.4% worked in their institutions between 10 and 20 years, while we find that 73% of workers have worked in private institutions previously; Also, these hotels did not exceed 20 years of activity, and most of them attracted both domestic and foreign customers at a rate of 84.7%; most of them provide food and accommodation services.

b. The level of adoption of internal marketing practices in the study sample institutions:

Table 3. The standard averages and the deviations for internal marketing practices

Deviations	Standards	averages	Practices
0.525		4.27	Recruitment
0.557		3.78	Training
0.539		4.01	Internal communication
0.567		3.81	Motivation
0.777		3.36	Empowerment

Source :SPSS 19 outputs

Through Table (2), the level of adoption of internal marketing practices in the institutions under study can be analyzed based on the arithmetic mean, as follows: ---We noticed that the mean for the employment item is 4.27 within the limits of the approval field [4.20-5]. Therefore, we say that the institutions under study attach great importance to

employment so that they are strict on selecting competencies and skills, and take into consideration the individual's ability to deal with the customer during the selection process and to recruit workers to positions that suit their capabilities and skills.

- The arithmetic mean for the training item is 3.78 within the limits of the approval field [3.40 - 4.20], as most of the institutions under study care and seek to set up training courses for workers in the institution periodically in order to develop the basic communication capabilities of workers with different segments of customers, as they line these programs the training is based on not random objectives.

-The arithmetic mean of the internal communication item, estimated at 4.01 within the limits of approval field [3.40 - 4.20], shows that most organizations are working hard to develop a communication system between workers, relying on this on modern technologies, to facilitate the process of transferring customer-related information between workers, and creating an internal communication system that is distinguished flexibility and clarity, as the institution provides databases for workers with ease and flexibility. -We notice that the average motivation clause is 3.81 within the limits of the approval field [3.40 - 4.20], which shows that the organization relies on different incentive systems aimed at increasing the quality of services provided to the customer, and that the incentive system adopted by the organization achieves the level of job satisfaction required by workers, which affects the level of external satisfaction and good performance of workers that leads the institution to provide financial rewards to distinguished employees in the conduct of the relationship with the customer.

-The arithmetic mean of the empowerment clause equals 3.36 within [2.60 - 3.40], which indicates that the institutions under study pay great attention to workers' proposals regarding customer affairs, it gives them freedom to confront the problems and adopts the concept of leadership to allow workers to respond to the customer with flexibility and simplicity.

c. the level of awareness of the importance of internal marketing practices in achieving customer satisfaction

Table 4. Averages and standard deviations of the terms of the level of awareness of the respondents of the importance of internal marketing practices in achieving customer satisfaction

Deviations	Standards averages	clause
0.626	4.18	The influence of

		Recruitment on satisfaction
0.511	3.89	The influence of Training on satisfaction
0.474	4.29	The influence of Internal communication on satisfaction
0.581	4.15	The influence of Motivation on satisfaction
0.623	3.84	The influence of Empowerment on satisfaction

Source: SPSS 19 outputs

Through Table 4, the level of respondents' perceptions about the importance of internal marketing practices in achieving customer satisfaction can be analyzed based on the arithmetic mean, as follows:

-There is a high awareness among respondents of the importance of employment in achieving customer satisfaction so that the arithmetic average of 4.18 within the limits of the approval field [3.40 - 4.20] reflects the policy of employee selection adopted by the institution and that contributes to achieving distinct relationships with the customer, and that the ability to achieve customer satisfaction is an essential pillar. In selecting the employees, the quality of dealing with the customer is added to it, which is the most important condition for appointing the worker in his position.

-The arithmetic mean of 3.89 within the limits of the approval field [3.40 - 4.20], which reflects the degree of respondents' awareness of the importance of training in achieving customer satisfaction, shows that the design of training programs in the institutions under study is based on the customer and its nature, and that these institutions organize training sessions on how to deal with the customer, these training sessions and activities will inevitably lead to enhance the skills of workers.

There is awareness between the workers of the importance of internal communication in achieving customer satisfaction. It is relatively high, which is reflected by the arithmetic mean 4.29, within the limits of the approval field [4.20-5] that confirms the internal communication system contributes to achieve the immediate response to the customer's

requirements. Also, it contributes to solve the customer’s problem and maintain the relationship with him.

-The interviewed realize that motivation contributes significantly to achieve customer satisfaction with an average of 4.15 answers, within the limits of the approval field [4.20 - 4.20] as the incentive system in the institutions under study contributes to achieve the employee satisfaction, which leads to an increase in the quality of services provided to the customer.

-Empowering the employees plays the major role in achieving customer satisfaction, which is understood by the interviewed, so that their average answers reached 3.84, within the limits of the approval field [3.20 - 4.20], which confirms that the freedom of action granted to workers in relation to their various tasks, and accept the proposals submitted by them about dealing with the customer effectively. In addition, providing the opportunity for workers to make decisions related to the various problems that face them will lead to the strength of the good relations with the customers.

The level of interviewed’ awareness of the importance of internal marketing practices in achieving customer satisfaction

3.3. Hypotheses testing

The first hypothesis: There are differences in the adoption of internal marketing practices due to personal and institutional changes.

Table 5. The first hypothesis test

Decision	Sig	F	Variable
Does not effect	0.383	1.153	age
Does not effect	0.817	713.0	gender
Does not effect	0.478	1.044	Educational level
Does not effect	0.614	0.909	Years of internal experience
Does not effect	0.440	1.086	Years of external experience
Does not effect	0.597	0.925	Activity duration
Does not effect	0.139	1.609	The customers
Does not effect	0.874	0.648	size
	/	/	The services provided

Source: SPSS 19 outputs

Through these data, it was found that there are no statistically significant differences in the adoption of internal marketing practices, which are explained by the different personal variables of the respondents in terms of age, gender, educational level and experience, or by different institutional variables related to: duration of activity,

customers, size and type of services provided. Therefore, the first hypothesis is incorrect. This is based on the decision base based on the statistical significance of F at the level of significance 0.05.

The second hypothesis: The level of respondents' perception of the impact of adopting internal marketing practices on customer satisfaction varies according to the differences in the level of education and experience.

Table 6. The second hypothesis test

Decision	Sig	F	Variable
Does not effect	0.523	0.965	Educational level
Does not effect	0.845	845.0	Years of internal experience
Does not effect	0.141	0.141	Years of external experience

Source: SPSS 19 outputs

Through these data, it was found that there is no difference in the level of interviewed awareness of the effect of adopting internal marketing practices in achieving customer satisfaction, explained by the different educational level or years of work inside and outside the institution. Therefore, the second hypothesis is incorrect. It is based on the decision of F at the level of significance 0.05.

The third hypothesis: The adoption of internal marketing practices affects the level of interviewed awareness of the importance of internal marketing in achieving customer satisfaction.

To test this hypothesis we rely on the results of the regression and correlation analysis across stages, so that the dependent variable is customer satisfaction expressed in the general arithmetic mean for the sum of its items, whereas the independent variables are internal marketing practices.

First stage: Calculating the simple correlation coefficient between internal marketing practices and customer satisfaction.

Table 7. the third hypothesis test.

Pearson Correlation	sig
0593	0.00

Source: SPSS 19 outputs

According to these data, there is a statistically significant correlation relationship between internal marketing practices (independent

variable) and customer satisfaction, where the correlation coefficient is 0.59 with a significance level less than 0.05.

The second stage: Calculating the two-way coefficients between practices as independent variables that affect customer satisfaction.

Table 8. the third hypothesis test.

	recruitment	training	intercom	Motivation	Empow- erment
Pearson Correlation	0.414	0.290	0.269	0.397	0.336
sig	0.01	0.026	0.04	0.002	0.009

Source: SPSS 19 outputs

Through these results, it can be said that internal marketing practices as interpreted variables affect each of them individually on the dependent variable, customer satisfaction; that the bilateral correlation coefficients are statistically significant at the level of significance 0.05. The third stage: Calculating the multiple correlation coefficient combined internal marketing practices and customer satisfaction.

Table 9. The third hypothesis test

R²	R	T	Sig
0.351	0.395	5.557	0.00

Source: SPSS 19 outputs

To conclude, the combined practices affect the customer's satisfaction level (correlation coefficient $R = 0.39$), with a level of significance less than 0.05, and the interpretation coefficient 0.35 indicates that these practices are explained within 35% of the change in the customer's satisfaction levels.

Based on the previous analyzes, which confirm the significance of the statistic correlation between internal marketing practices and customer satisfaction, it can be said that the third hypothesis is correct, in the sense of internal marketing practices that affect positively the customer's satisfaction.

4. Conclusion.

The description and analysis of data for both managers and institutions have led to a set of the following conclusions:

- There are no differences in the extent to which internal marketing practices are applied, due to some personal or institutional variables.
- The level of the interviewed perception of the impact of adopting internal marketing practices on customer satisfaction does not differ

according to the differences in the level of education and experience.

- Adopting internal marketing practices affects positively the level of the interviewed awareness of the importance of internal marketing in achieving customer satisfaction:
- There is a statistically significant correlation between internal marketing practices (independent variable) and customer satisfaction;
- Internal marketing practices as interpreted variables that affect each of them individually, the dependent variable, customer satisfaction.
- Combined practices affect the level of customer satisfaction.
- About 44% of the managers have a secondary level or less, and about 56% have a university level.
- Hotel workers in Setif differ in terms of their level of experience in their field of work, as most of them did not exceed the period of their work in their institutions for 5 years, while we find that 73% have worked in private institutions previously.
- We find that all of these hotels did not exceed 20 years of activity, and most of them attracted both local and foreign customers at a rate of 84.7%.

Based on the results, the following suggestions can be present:

- The necessity to update and develop the methods of employment and training approved in the institutions under study, in order to obtain and retain competencies and skills.
- The institutions under study should pay more attention to the process of contacting customers, and provide new and modern communication capabilities, in line with developments in this field, to achieve speed, effectiveness and ease of access to the customer.
- The need to adopt effective incentive methods to achieve employee satisfaction, including affecting customer satisfaction;
- Giving workers the freedom to achieve flexibility in their work and speedy response to the customer.
- Working to make the customer the center of the institutions work, by achieving his satisfaction.

5. Bibliographie list

- Aburoub, A. S. (2011). Relationship between Internal Marketing and Service Quality with Customers' Satisfaction . *International Journal of Marketing Studies*, 3(2).
- Ali, N. (2012). An exploratory study into the implementation of internal marketing in small insurance brokers in the United Kingdom. *Journal of Financial Services Marketing*, 17(3).
- Cahill, D. (1996). *Internal marketing: Your Company's next stage of growth*. New York: The Haworth Press.
- Fangue, I., & Douanla, J. C. (2019). The Impact of Internal Marketing on Service Quality. *International Journal of Business Marketing and Management*, 4(2).
- Hill, N., & Alexander, J. (2006). *Hand book of customer satisfaction and loyalty measurement, third edition* (éd. 3). London: Routledge.
- Ilieska, K. (2013). Customer Satisfaction Index – as a Base for Strategic Marketing Management. *TEM Journal*, 2(4).
- Ioan, D., & Ivana, D. (2011). The quality of human resources by implementation of internal marketing (part of research projects : European integrations and social and economic changes in Serbian economy on the way to the EU).
- Khadka, K., & Maharjan, S. (2017). Customer satisfaction and customer loyalty (thesis). Centria University.
- Khodabakhsh, F., & Mashayekhi, M. (2014). Analyzing the effect of internal marketing on customer's satisfaction in insurance companies. *International Journal of Scientific Management and Development*, 2(9).
- Kimora, T. (2017). *Internal marketing another approach to marketing for growth*. New York: Routledge.
- Kruger, F. (2015). The influence of culture and personality on customer satisfaction. *International Management Studies*.
- Mirza, H. H., & Gheysari, K. (2017). A Study of the Impact of Internal Marketing on Customer Orientation. *International Academic Journal of Business Management*, 4(2).
- Pervaiz, A., & Rafiq, M. (2002). *"Internal marketing - Tools and concepts for customer focused management"*. (Oxford, Éd.) Butterworth-Heinemann Publications.
- Yuen, K. F., & Vinh, V. T. (2015). Service quality and customer satisfaction in liner shipping. *International Journal of Quality and Service Sciences*, 7.