
MARKETING

RECEIVED:

08 July 2024

ACCEPTED:

15 September 2024

RELEASED:

20 October 2024

UDC 339.138:[336.717:005.336](65)

DOI 10.26661/2522-1566/2024-3/29-11

THE ROLE OF INTERNAL MARKETING IN IMPROVING SERVICE QUALITY: A CASE STUDY OF THE ALGERIAN FOREIGN BANK

*Assia Brahimi**

*Lecturer A, Higher school of management Tlemcen,
LEREMA laboratory,
Algeria*

ORCID 0009-0009-2816-6428

Djamila Kadri

*Professor, University Abou Bakr Belkaid,
Tlemcen,
Algeria*

ORCID 0009-0000-8698-4458

* Corresponding author email:bra.assia@gmail.com

Abstract. This study aims to determine the impact of internal marketing on both job performance and job satisfaction of employees at the level of Algerian banks, as well as the role played by internal marketing in order to improve the quality of banking service provided to customers, and therefore we conducted an exploratory study that included a sample of 29 employees in the Algerian Foreign Bank through a questionnaire addressed to them, and we also relied on the descriptive analytical approach to introduce the variables of the study and analyze the results as well SPSSV24. For the analysis and processing of the data, the results obtained showed a positive and statistically significant relationship between inbound marketing and the quality of banking service provided by the Algerian Foreign Bank, as well as a statistically significant effect of inbound marketing on both job satisfaction and job performance of employees in the Algerian Foreign Bank. Finally, the study concluded by providing a set of recommendations, the most important of which is the need to pay attention to the selection and appointment process so that the bank must work to attract the best competencies and hire the right person in The appropriate function, in addition to continuous follow-up and monitoring of how employees deal with customers while providing financial and moral rewards to employees who deal well with the bank's customers.

Keywords: internal marketing, job performance, job satisfaction, quality of banking services, Algerian Foreign Bank.

JEL Classification: M3, L15, G21.

INTRODUCTION

Nowadays, given the market volatility, growing competition and globalization, organizations need to find new ways to differentiate themselves and achieve competitive advantage, namely, focusing on the human factor (Pinto Farrim Fernandes Santiago, Coelho , & Bairrada , 2023, p. 2). Dynamic human capital consistently enhances service sectors' productivity and performance and supports competitive advantages (O Almaslukh & Khalid , 2022, p. 1952).

It can be emphasized that one of the most prominent issues in evaluating the performance of the organization is its ability to maintain and attract new customers, as this depends on the level of quality of the human resource performance within it, and therefore it can be said that improving the

quality level of human resources performance depends on satisfying them as internal customers of the organization. Many researchers have been interested in the concept of internal marketing, especially for service business organizations, as an essential element for the success of those organizations. Because it considers all employees and workers within the organization as internal customers that depends on them in achieving objectives, as it depends on the interest and development of human resources as a strategic goal (CHAMI & KADDECHE, 2021, p. 966), over 20 years ago Foreman and Money (1995) validated the importance of internal marketing as a strategy to deliver on external customer satisfaction expectations. Almost a decade later, Ahmed and Rafiq (2003) supported this premise, stating that by securing the satisfaction of employees as internal customers, the organisation can be better positioned to deliver on the needs of external customers 11 (de Bruin, Lombard , & -Heydenrych, 2021, p. 2).

And because distinguished and high-quality services have become one of the first requirements of customers, as well as the basis for the trade-off between one bank and another in a banking environment characterized by the similarity of almost all their services, it has become necessary for banks to set clear standards to build on the quality of their services and work on continuous improvement in their operations to adapt to the variables of the surroundings of their activity in search of continuity profitability and survival (Cheriet & Attoui, 2022, p. 258)

Relation between internal marketing of services depends on increasing stressing on good quality of banking service, since customers are no more only using banking service, but simply they prefer to participate in producing banking service that they make use of. This imposes on banks workers to understand customers' needs, wishes and preferences from the point of view of customers specifically.9 (Suleiman Aburoub, Mohammad Hersh , & Aladwan , 2011, p. 108)

Therefore, in view of the developments in the banking activity, internal banking marketing has become an important role and place to raise the quality of banking services by satisfying employees and gaining and enhancing their loyalty in order to become an effective party in achieving the bank's goals. (Cheriet & Attoui, 2022, p. 258).

The problem of the study:

Based on the above-mentioned in the introduction, the problem of the study can be formulated through the following question:

How does inbound marketing contribute to the development of service quality at the level of the Algerian Foreign Bank?

In order to answer the main problem, it will be sought to prove or deny the validity of the following hypotheses:

H1: Internal marketing has a statistically significant impact on the job satisfaction of Algerian Foreign Bank workers

H2: Internal marketing has a statistically significant impact on the performance of employees within the Algerian Foreign Bank.

H3: Internal marketing has a statistically significant impact on the quality of service provided by the Algerian Foreign Bank.

H4: There is a statistically significant relationship between job performance and job satisfaction of Algerian Foreign Bank workers

H5: There is a statistically significant relationship between job satisfaction and the quality of service provided by the Algerian Foreign Bank.

LITERATURE REVIEW

There are many studies that dealt with the relationship between internal marketing and the quality of service provided, whether by a bank, institution or any organization, the most important of these studies are: (Barnes, Fox , & Morris, 2004, pp. 593-601) , (Abu ELSamen & Alshurideh, 2012, pp. 84-95), (Hashem & AL-nsour, 2012, pp. 8-18) , (SIMO MFONTE , DOUANLA , & FANGUE , 2019, pp. 15-24) ,(Reddy & Reddy , 2016) , (Lings, 1999, pp. 452-463), (Tsai & Tang,

Brahimi, A. & Kadri, Dj. (2024). The role of internal marketing in improving service quality: a case study of the Algerian Foreign Bank. *Management and Entrepreneurship: Trends of Development*, 3(29), 113-129. <https://doi.org/10.26661/2522-1566/2024-3/29-11>

2008, pp. 1117-1126), (Yafang & Wang Wu, 2011, pp. 2593-2604). The results of this research clearly show that there are significant positive relationships between inbound marketing practices and service quality.

There are also other studies that confirm the existence of a positive relationship between internal marketing and the quality provided and customer satisfaction as well, for example: (Suleiman Aburoub, Mohammad Hersh, & Aladwan, 2011, pp. 107-118), (WAMBUGU, 2015, pp. 57-67), (de Bruin, Lombard, & Heydenrych, 2021, pp. 1-29)

Other studies have dealt with the relationship between internal marketing and job satisfaction for workers, including: (O Almaslukh & Khalid, 2022, pp. 1951 – 1964), (Hassan Elmubasher Eltayib, 2023, pp. 26-32), (Zegeye Woreda, 2019, pp. 7-28).

In addition to the studies that dealt with the relationship between internal marketing and job performance, we mention among them the following: (Fawad Latif & Bakhsh Baloch, 2015, pp. 230-250), (Ying Leong & Lam, 2016, pp. 589-612), (Ezzat Hashad, Mohamed Hussien, Hani Abd-Elhady, & Elsayed Ibrahim Abouelenien, 2023, pp. 144-163)

All these studies confirm the existence of a positive and statistically significant relationship between internal marketing and job satisfaction and between internal marketing and job performance of workers.

Also in Algeria, there is a group of local studies that touched on the relationship between internal marketing and the quality of service provided, the most important of which are: (hadjab & Arkoub, 2020, pp. 70-88), (Cheriet & Attoui, 2022, pp. 257-270), (Mahmoudi & Abdelhamid, 2022, pp. 65-75), (Grichi, 2023, pp. 607-625), (Chorfi & Boudiaf, 2022, pp. 149-168), (Boudaoud, Bouziane, & Boulekroune, 2023, pp. 35-52)

This research also confirms the positive relationship between inbound marketing and service quality.

Internal marketing:

According to Foreman and Money (1995), and Rafiq and Ahmed (2000), the term internal marketing has been first used by Berry, Hensel and Burke in 1976, then by George in 1977, and later by several other researchers (MILANOVIĆ & MILETIĆ, 2023, p. 54). Berry (1981) pioneered the term internal marketing and originally defined it as "viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization". Since this time authors, practitioners, and researchers in this area have developed different definitions in order to explain their version of this idea. (Suleiman Aburoub, Mohammad Hersh, & Aladwan, 2011, p. 108). (Rafiq & Ahmad) defined the internal marketing as planning of various efforts with dimension marketing (obtained from marketing) that in general aimed to attempt getting over change resistance and achieving the unity and integration between employees to insure effectual applying of institution strategies to reach customers satisfy and consider the employees as internal employees in organization.

According to Ballantyne (1997) many authors agreed that internal customer satisfaction would ultimately effect the satisfaction of external customers. (Reddy & Reddy, 2016, p. 2). Also, Kotler & Armstrong (1991) defined IM as "the building of customer orientation among employees by training and motivating both customers-contact and support staff to work as a team" (Abu ELSamen & Alshurideh, 2012, p. 85).

Numerous internal marketing activities and elements are defined (MILANOVIĆ & MILETIĆ, 2023, p. 61). Money and Foreman (1995) suggests three dimensions namely vision, reward and development as primary determinants of an organization's internal marketing orientation. Hogg, Carter and Dunne (1998), proposed communication, staff training, customer consciousness, appraisal and feedback methods. Broady Preston and Steel (2002), observed Recruitment, Training, Development and Motivation as most important among internal marketing practices. Lin (2005), identified motivation and empowerment. Ahmed et al. (2003) created a framework of 11 activities namely strategic rewards, internal communication, organization structure, senior leadership, physical environment, staff selection and succession, inter-functional coordination, incentive

system, empowerment and process changes among these organizational structures (SIMO MFONTE , DOUANLA , & FANGUE , 2019, p. 16).

In this study, we divided internal marketing into four dimensions: employee selection, training, motivation and empowerment.

Employee Selection:

Selection is described by Khan et al. (2010) as a systematic process of choosing the right candidates with the right qualifications to handle the requirements of a job vacancy or future job openings. Khan et al. argued that “Selection is the major and first factor which plays a key role in the quality services”. Hence it is how managers can match the characteristics of the selected employees to the job description and job requirements because if the management fails in doing that, the company will suffer with these employees. (Abu ELSamen & Alshurideh, 2012, p. 86)

Employee Training:

The internal and external environment is constantly changing, and it is not possible for workers to understand it or deal with its events. The enterprise is then obliged to renew the gains of employees continuously so they can cope with the strong change in the two environments and ensure better results. (Hadjab & Mezghiche , 2022, p. 589)

Motivation:

Motivation strategies can help to increase an employee's drive to activity a higher level. Most employees in highcontact 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 firms must believe in their organizations, be able to communicate their enthusiasm and conviction to their subordinates, and facilitate employee performance. 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)

Empowering employees:

Empowerment means authorizing and enabling employees to act, behave, think and make their decision to get the job faster and easy to make. This depends on enablement of the employees and giving them the resources they need to use their own discretion confidently and effectively to take new responsibility. This support getting the job faster in the organization and creates experience in different levels in the organization (Abu ELSamen & Alshurideh, 2012, p. 86)

Job Satisfaction:

“To get good performance from good employees, one thing that must be paid attention to by the company is employees' job satisfaction” therefore, workers are seen as an indispensable prerequisite for organizational success. Despite the enormous focus on and research into this topic, there is still no consensus regarding the definition of job satisfaction. “Job satisfaction is a complex phenomenon with many facets” that includes the feelings of workers about various intrinsic elements of work (content, autonomy, hours, pressure, safety, atmosphere and work management) or extrinsic (salary level and career prospects. Locke's (1969) definition has been used over the years by several authors and it remains central in this research field. From a marketing point of view, job satisfaction has been analyzed from the perspective that workers should be treated based on the principles of customer satisfaction, which leads to the adoption of an internal marketing perspective. Therefore, it looks at workers as internal customers and at jobs as products, redesigning their components according to what workers value most. In addition, a considerable number of studies have addressed the effect of internal marketing on job satisfaction and many authors have found that there is a positive relationship between them (Pinto Farrim Fernandes Santiago, Coelho , & Bairrada , 2023, p. 6)

Job Performance:

Performance very much depends on perception, values and attitudes. There appear to be so many variables influencing the job performance that is almost impossible to make sense of them. Performance is defined as a function of individual ability and skill and effort in a given situation. In

Brahimi, A. & Kadri, Dj. (2024). The role of internal marketing in improving service quality: a case study of the Algerian Foreign Bank. *Management and Entrepreneurship: Trends of Development*, 3(29), 113-129. <https://doi.org/10.26661/2522-1566/2024-3/29-11>

the short run, employee's skills and abilities are relatively stable. Therefore, for the purpose of the study (PUSHPAKUMARI, 2008, p. 91)

Provision of quality service to external customers is only possible through significant improvement in organizations' improvement of quality service to internal customers. Better performance, combined with improved attitudes, transfers itself in quality service delivery (Fawad Latif & Bakhsh Baloch , 2015, p. 236).

Quality of service:

A careful reviewing of the literature about Internal Service Quality (SQ) over the last two decades indicates that SQ has been the subject of interest for many studies. Jain and Gupta (2004) mentioned that "Quality has come to be recognized as a strategic tool for attaining operational efficiency and improved business performance" (Abu ELSamen & Alshurideh, 2012, p. 87). Allerd (2001) points out that service quality means to conform with or adapt with requirements, this means that service establishments should create specific requirements and specifications for services it provides. (Suleiman Aburoub, Mohammad Hersh , & Aladwan , 2011, p. 110). Hammer (2001) defined ISQ as "an organized group of related activities that together create a result of value to customers." (Fawad Latif & Bakhsh Baloch , 2015, p. 232). Researchers do not agreed upon essence of services quality dimensions because it is difficult for service organizations to put forward observation procedures to define standards of service quality provided to customers (Abu ELSamen & Alshurideh, 2012, p. 110) , nevertheless , the most popular model in the measurement of quality of service is the SERVQUAL model (Parasuraman et al., 1985, 1988) which ultimately attributes five dimensions to quality of service (reliability, responsiveness, assurance, empathy and tangibility). This theory is based on the idea that pooling these five elements determines the quality of a service (SIMO MFONTE , DOUANLA , & FANGUE , 2019, p. 17).

METHODOLOGY

To confirm or refute the hypotheses that we have developed and respond to the problem in this study, we conducted an applied study at the level of the Foreign Bank of Algeria in the wilaya of Tlemcen. We chose the descriptive approach, and this defines the theoretical framework and basic concepts of banking service quality and internal marketing in addition to job performance and job satisfaction, and with regard to the applied framework, in addition to the descriptive analytical approach, we also relied on the case study approach, through a questionnaire to test the research hypotheses about the studied organization and also by relying on the analytical approach to analyze the results using the statistical processing program SPSS version 24.

The study sample is represented in all employees of the Bank of Algeria abroad in the wilaya of Tlemcen - where (45) forms were distributed in order to collect data for research and after examining and analyzing them, the total number of valid questionnaires was (29) forms.

In our study, we used this questionnaire as a main tool in collecting data related to our purely topic. The questionnaire was designed to formulate a set of questions addressed to the bank's employees, which included two sections as follows:

Section I: It is represented in general questions related to the personal data of the members of the research sample and consists of 6 paragraphs

(Gender - Age - Educational Level - Specialization - Job - Number of Years of Experience)

Section II: It consists of 45 paragraphs distributed over 3 axes:

The first axis: It is in the dimensions of internal marketing and consists of 18 paragraphs.

The second axis: It is represented in the impact of internal marketing on the quality of banking services and consists of 15 paragraphs.

The third axis: It is represented in satisfaction and job performance on the part of the bank and consists of 12 paragraphs.

The response level for each paragraph of the questionnaire was graded according to the Likert five-point scale: (1) Strongly Disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly Agree. The model of our study is represented as follows:

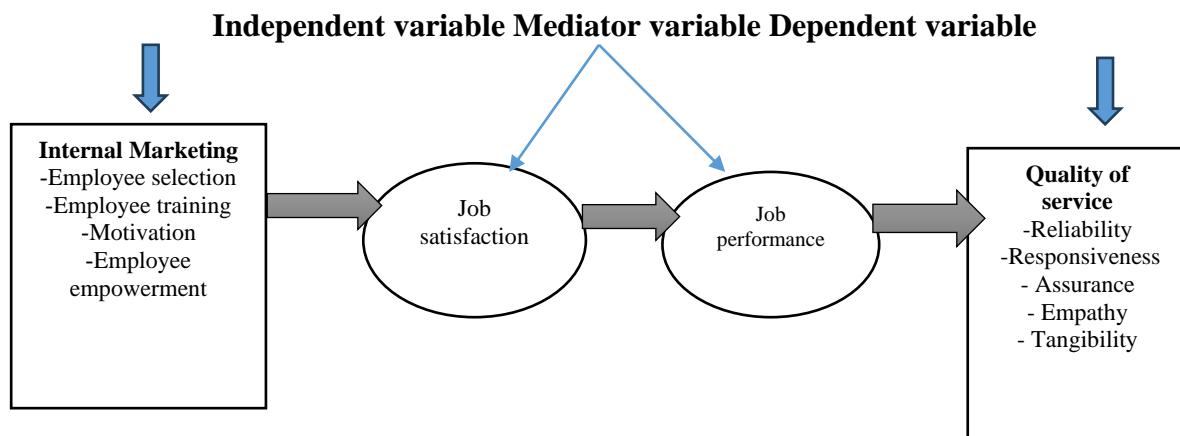


Fig. 1: Model of study variables

Source: Prepared by researchers

RESULTS AND DISCUSSION

1.1. Reliability of the questionnaire:

We checked the reliability of the questionnaire through the method of the Alpha cronbach coefficient to measure the overall reliability of the expressions of the questionnaire. The table below shows the results of the Alpha cronbach test.

Table 1.
Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,964 | 45 |

Source: Established by the researchers from the results of spss v24

The tool was verified by examining the internal consistency of the resolution paragraphs using the Cronbach alpha coefficient on the study sample, where the value of the stability coefficient for all paragraphs was 0.964 as it is considered excellent because it is higher than 0.6, which is the permissible percentage in such studies.

1.2. KMO and Bartlett's test of sphericity:

Coefficient KMO: KAISER, MEYER et OKLIN: This analysis allows us to compare the correlations between the variables of the study using (Sphéricité de Bratelett) where the KMO value is acceptable when it is greater than or equal to 50% and the Bartlett circle It is important that it be at the threshold of $p < 0.05$ "" which means rejecting the alternative hypothesis so we conclude whether the variables are related to each other.

Table 2.

KMO and Bartlett's test of sphericity

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | ,958 |
|---|--------------------|--------------|
| BartlettTest of Sphericity | Approx. Chi-Square | 7982,42 8 |
| | Df | 901 |
| | Sig. | ,000 |

Source: Prepared by researchers

We note from Table No. 2 that the KMO test that was recorded is greater than 0.7 for all variables. This result is excellent and confirms that it is possible to determine the degree of correlation between the variables and that the paragraphs are strongly related to each other. As for Bartlett's sphericity, we see from the table that it is statistically significant because it recorded a probability of error of less than 0.05. Therefore, in general, we say that there is consistency and correlation between the paragraphs of each variable

1.3. Test hypotheses and discuss the results of the study:

To test the study hypotheses, we use analysis of variance, regression coefficients and correlation coefficient (R-squared):

1.3.1. First hypothesis

H1: Internal marketing has a statistically significant impact on the job satisfaction of Algerian Foreign Bank workers.

With the help of the statistical program SPSS, we obtained the following outputs:

Table 3.

Summary of the relationship between internal marketing, job satisfaction and parametric estimates
Variables Entered/Removed^a

| Model | Variables Entered | Variables Removed | Method |
|-------|-------------------|-------------------|--------|
| 1 | MKI ^b | . | Enter |

Source: Prepared by researchers

a. Dependent Variable: SATIS

b. All requested variables entered

Table 4.

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 6,751 | 1 | 1,350 | 1,385 | ,267 ^b |
| | Residual | 22,422 | 27 | ,975 | | |
| | Total | 29,172 | 28 | | | |

Source: Established by the researchers from the results of spss v24

a. Dependent Variable: SATIS

b. Predictors: (Constant), MKI_A

Table 5.
Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients Beta | T | Sig. |
|-------|------------|-----------------------------|------------|-----------------------------------|-------|----------|
| | | B | Std. Error | | | |
| 1 | (Constant) | 3,983 | ,816 | | 3,288 | ,00 3 |
| | MKI_A | ,572 | ,227 | ,481 | 1,196 | ,24 2 |

Source: Established by the researchers from the results of spss v24

From the table, we find that the model expressing the relationship of internal marketing and job satisfaction among employees is of the linear form after conducting a preliminary study with the help of the statistical program SPSS:SATIS= 0.572MKI+ 3.983 where MKI represents the independent variable (inbound marketing) and SATIS is the dependent variable (satisfaction) and the number 0.572 is the value of β slope of the regression equation from the table

Table 6.
Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,481 ^a | ,231 | ,064 | ,987 |

Source: Established by the researchers from the results of spss v24

We find that the coefficient of determination $R^2 = 0.231$ indicates that the element of security affects satisfaction or feeling satisfied and that the correlation coefficient $R = 0.481$ shows a positive relationship between internal marketing and job satisfaction by 48.1%, while the level of significance reached $\alpha = 0.003$ This confirms the validity of the linear model and thus confirms the hypothesis that there is a statistically significant effect of internal marketing on the job satisfaction of employees of the Algerian Bank abroad

1.3.2. **Test the second hypothesis** :H2: Internal marketing has a statistically significant impact on the performance of employees within the Algerian Foreign Bank.

Table 7.

Summary of the relationship between internal marketing, job performance and scientific estimates

| Variables Entered/Removed ^a | | | |
|--|-------------------|-------------------|--------|
| Model | Variables Entered | Variables Removed | Method |
| 1 | MKI ^b | | Enter |

Source: Prepared by researchers

a. Dependent Variable: PERF

b. All requested variables entered.

Table 8.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,585 ^a | ,342 | ,199 | ,760 |

a. Predictors: (Constant) MKI_A

Source: Established by the researchers from the results of spss v24

R=0.586 R2= 0.342%

We find that the coefficient of determination $R^2 = 0.342$ indicates that internal marketing affects job performance and that the correlation coefficient $0.585R$ shows a positive relationship between internal marketing and job satisfaction by 58.5%

Table 9.

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 6,919 | 1 | 1,384 | 2,395 | ,069 ^b |
| | Residual | 13,288 | 27 | ,578 | | |
| | Total | 20,207 | 28 | | | |

Source: Established by the researchers from the results of spss v24

a. Dependent Variable: PERF

b. Predictors: (Constant), MKI_A

Table 10.

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients Beta | T | Sig. |
|-------|------------|-----------------------------|------------|-----------------------------------|-------|------|
| | | B | Std. Error | | | |
| 1 | (Constant) | 4,053 | 1,014 | | 2,025 | ,043 |
| | MKI | ,625 | ,268 | ,585 | 1,586 | ,124 |

Source: Established by the researchers from the results of spss v24

a. Dependent Variable: PERF

$PERF = 0.625MKI + 4.053$ where $PERF$ represents the dependent variable (job performance) and MKI represents the independent variable (internal marketing) and the number 0.625 is the value of β slope of the regression equation and from the table we find that the determination factor $R^2=0.342$ This indicates that internal marketing affects job performance and the correlation coefficient $0.585R$ indicates that there is a strong positive relationship between internal marketing and job performance by 58.5%, while the level of significance $\alpha = 0.043$ This confirms the validity of the linear model

Thus, we confirm the hypothesis that says that internal marketing has a statistically significant impact on the performance of employees within the bank.

1.3.3. Test the third hypothesis:

H3: Internal marketing has a statistically significant impact on the quality of service provided by the Algerian Foreign Bank

Table 11.

Summary of the relationship between internal marketing, quality of service provided and parametric estimates

| <i>Variables Entered/Removed^a</i> | | | |
|--|-------------------|-------------------|--------|
| Model | Variables Entered | Variables Removed | Method |
| 1 | MKI | . | Enter |

Source: Prepared by researchers

- a. *Dependent Variable: QUAL*
- b. *All requested variables entered.*

Table 12.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,343 ^a | ,117 | ,074 | ,936 |

Source: Established by the researchers from the results of spss v24

- a. *Predictors: (Constant), MKI_A*

$$R=0.343 \quad R^2=0.117$$

We find that the coefficient of determination $R^2 = 0.117$ indicates that internal marketing affects the quality of service provided and that the correlation coefficient $0.343R =$ shows a positive relationship between internal marketing and quality of service by 34.3%

Table 13.

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 2,042 | 1 | 2,042 | 1,352 | ,255 ^b |
| | Residual | 40,785 | 27 | 1,511 | | |
| | Total | 42,828 | 28 | | | |

Source: Established by the researchers from the results of spss v24

- a. *Dependent Variable: MKI_A*
- b. *Predictors: (Constant), QUAL*

Table 14.

| Model | | Coefficients ^a | | T | Sig. |
|-------|------------|-----------------------------|---------------------------|------|------------|
| | | Unstandardized Coefficients | Standardized Coefficients | | |
| | | B | Std. Error | Beta | |
| 1 | (Constant) | 3,838 | ,959 | | ,013 |
| | MKI | ,799 | ,257 | ,343 | 1,163 ,255 |

Source: Established by the researchers from the results of spss v24

a. Dependent Variable: *QUAL*

$$\text{QUAL} = 0.799 \text{MKI} + 3.838$$

where *QUAL* represents the dependent variable (quality of service provided) and *MKI* represents the independent variable (internal marketing) and the number 0.799 is the value of β slope of the regression equation and from the table we find that the determination factor $R^2 = 0.117$ This indicates that internal marketing affects job performance and the correlation coefficient $R = 0.343$ indicates that there is a strong positive relationship between internal marketing and job performance by 34.3%, while the level of significance $\alpha = 0.013$ This confirms the validity of the linear model.

Thus, it confirms the hypothesis that Internal Marketing has a statistically significant impact on the quality of service provided by the bank

1.3.4. Testing hypothesis four:

H4: There is a statistically significant relationship between job performance and job satisfaction of Algerian Foreign Bank workers

Table 15.

Summary of the relationship between job satisfaction, job performance and parametric estimates

| Variables Entered/Removed ^a | | | |
|--|-------------------|-------------------|--------|
| Model | Variables Entered | Variables Removed | Method |
| 1 | SATIS | . | Enter |

Source: Prepared by researchers

a. Dependent Variable: *PERF*

b. All requested variables entered.

Table 16.

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | ,867 ^a | ,752 | ,591 | ,543 |

Source: Established by the researchers from the results of spss v24

a. Predictors: (Constant), SATIS

$$R=0.867 R^2=0.752$$

We find that the coefficient of determination $R^2 = 0.752$ indicates that internal marketing affects the quality of service provided and that the correlation coefficient $R = 0.867$ shows a positive relationship between internal marketing and quality of service by 86.7%

Table 17.

| Model | | ANOVA ^a | | | | |
|-------|------------|--------------------|----|-------------|-------|-------------------|
| | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 15,195 | 1 | 1,381 | 4,686 | ,002 ^b |
| | Residual | 5,012 | 27 | ,295 | | |
| | Total | 20,207 | 28 | | | |

Source: Established by the researchers from the results of spss v24

a. Dependent Variable: PERF

b. Predictors: (Constant), SATIS

Table 18.

| Model | | Coefficients ^a | | | t | Sig. |
|-------|------------|-----------------------------|---------------------------|------|-------|------|
| | | Unstandardized Coefficients | Standardized Coefficients | Beta | | |
| 1 | (Constant) | 3,829 | ,853 | | 2,646 | ,001 |
| | SATIS | ,729 | ,246 | ,867 | 1,163 | ,255 |

Source: Established by the researchers from the results of spss v24

a. Dependent Variable: PERF

$$\text{PERF} = 0.729 \text{ SATIS} + 3.829$$

where PERF represents the dependent variable (job performance) and SATIS represents the independent variable (job satisfaction) and the number 0.729 is the value of β slope of the regression equation and from the table we find that the determination factor $R^2 = 0.752$ This indicates that inbound marketing affects job performance and the correlation coefficient $R = 0.867$ indicates that there is a strong positive relationship between internal marketing and job performance by 86.7%, while the significance probability reached $\alpha = 0.001$ This confirms the validity of the linear model.

Thus, it confirms the hypothesis that there is a statistically significant relationship between job performance and job satisfaction.

1.3.5. Testing hypothesis five

H5: There is a statistically significant relationship between job satisfaction and the quality of service provided by the Algerian Foreign Bank

Table 19.

*Summary of the relationship between job satisfaction, quality of service and parametric estimates
Variables Entered/Removed^a*

| Model | Variables Entered | Variables Removed | Method |
|-------|-------------------|-------------------|--------|
| 1 | QUAL | . | Enter |

Source: Prepared by researchers

a. Dependent Variable: SATIS

b. All requested variables entered.

Table 20.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,670 ^a | ,449 | ,299 | ,756 |

Source: Established by the researchers from the results of spss v24

a. Predictors: (Constant), SATIS

$R=0.670$ $R^2=0.449$

We find that the coefficient of determination $R^2 = 0.449$ indicates that internal marketing affects the quality of service provided and that the correlation coefficient $R = 0.670$ shows a positive relationship between internal marketing and quality of service by 67%.

Table 21.

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 10,253 | 1 | 1,709 | 2,990 | ,027 ^b |
| | Residual | 12,575 | 27 | ,572 | | |
| | Total | 22,828 | 28 | | | |

Source: Established by the researchers from the results of spss v24

a. Dependent Variable: SATIS

b. Predictors: (Constant), QUAL

Table 22.

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 | (Constant) | 3,689 | ,853 | 2,646 | ,013 |
| | QUAL | ,729 | ,246 | | |

Source: Established by the researchers from the results of spss v24

a. Dependent Variable: SATIS

$SATIS=0.729$ $QUAL+ 3.829$

Where SATIS represents the dependent variable (job satisfaction) and QUAL represents the independent variable (quality of service provided) and the number 0.729 is the value of β slope of the regression equation and from the table we find that the determination factor $R^2 = 0.449$ This

indicates that internal marketing affects job performance and the correlation coefficient $R = 0.670$ indicates that there is a strong positive relationship between internal marketing and job performance by 67%, while the significance probability reached $\alpha = 0.013$. This confirms the validity of the linear model.

Thus, it confirms the hypothesis that there is a statistically significant relationship between job performance and job satisfaction.

CONCLUSION

The philosophy of internal marketing is that employees of an organization constitute its internal market, which has customers and suppliers and as a result, a chain of value is formed inside the organization which must be intended to supply the needs of both the internal and external customers. When the internal customers of an organization are satisfied they will perform better and maintain better interaction with the customers. As a result, the customers will get more satisfied, which will bring about their faithfulness in the long run and ultimately a competitive advantage will be obtained from the internal customers (WAMBUGU , 2015, p. 63)

Banking services sold in targeted markets are different from other services group that are sold in the markets themselves. This difference appears since banking services are interesting in location or place where it seeks to attract clients to it, therefore internal marketing in banks contributes in creating positive sense of satisfaction for clients who are seeking for banking service, thus its role in increasing the followed effectiveness strategy marketing and to achieve its objectives. It could be argued that success of marketing banking service efforts at the internal level in banks and operating organizations in the sector depends on creating appropriate marketing climate within organization by its employees, the more consistency between the workers and management in banks, the more the bank degree elevated in providing service and maintain this relationship between clients and employees. (Hashem & AL-nsour, 2012, pp. 10-11)

The most important results of this study are as follows:

- There is a statistically significant effect of internal marketing dimensions on the quality of banking services provided by the Algerian Foreign Bank.
- Internal marketing has a statistically significant effect on the job satisfaction of employees in the Algerian Foreign Bank
- Internal marketing has a positive effect on the performance of employees within the Algerian Foreign Bank.
- There is a statistically significant relationship between job performance and job satisfaction of employees in the Algerian Foreign Bank
- There is a positive and statistically significant relationship between job satisfaction and the quality of service provided by the Algerian Foreign Bank

Based on the above results, the following recommendations can be made:

- The need to pay attention to the selection and appointment process, so that the bank must work to attract the best talent and hire the right person in the right job
- Work to generate the desire to work among employees by providing appropriate material and moral incentives, distributed in a fair manner among all employees.
- Continuous monitoring of employees' dealings with customers while offering rewards to workers who deal well with customers
- The bank's management should prepare training programs periodically to improve the skills and abilities of employees and keep pace with all new changes.

Brahimi, A. & Kadri, Dj. (2024). The role of internal marketing in improving service quality: a case study of the Algerian Foreign Bank. *Management and Entrepreneurship: Trends of Development*, 3(29), 113-129. <https://doi.org/10.26661/2522-1566/2024-3/29-11>

REFERENCES

Abu E. L. S. Amen, A., & Alshurideh, M. (2012). The Impact of Internal Marketing on Internal Service Quality: A Case Study in a Jordanian Pharmaceutical Company. *International Journal of Business and Management*, 7(19). DOI:10.5539/ijbm.v7n19p84

Balemba Kanyurhi, E., & Bugandwa Mungu Akonkwa, D. (2016). Internal Marketing, Employee Job Satisfaction, and Perceived Organizational Performance in Microfinance Institutions: empirical study from Kivu (DRC). *International Journal of Bank Marketing*, 34(5). DOI: 10.1108/IJBM-06-2015-0083

Barnes, B., Fox, M., & Morris, D. (eds.). (2004). Exploring the Linkage between Internal Marketing, Relationship Marketing and Service Quality: a Case Study of a Consulting Organization. *Total Quality Management & Business Excellence*, 15(5-6). Retrieved from <https://doi.org/10.1080/14783360410001680080>

CHAMI, A., & KADDECHE, S. (2021). The effect of internal marketing on knowledge sharing:a case study of Algerian National Bank BNA. *Al Bashaer Economic Journal*, 7(3).

de Bruin, L., Lombard, M., & -Heydenrych, C. (2021). The interrelationship between internal marketing, employee perceived quality and customer satisfaction – a conventional banking perspective. *Cogent Business & Management*, 8(1). Retrieved from <https://doi.org/10.1080/23311975.2021.1872887>

Ezzat Hashad, M., Mohamed Hussien, I., Hani Abd-Elhady, M., & Elsayed Ibrahim Abouelenien, R. (2023, December). The Effect of Internal Marketing on Job Performance in Hotels and Travel Agencies: The Mediating Role of Knowledge Sharing. *Journal of the Faculty of Tourism and Hotels*, 7(2).

Fawad Latif, K., & Bakhsh Baloch, Q. (2015). Role of Internal Service Quality (ISQ) in the relationship between Internal Marketing and Organizational Performance. *Abasyn Journal of Social Sciences*, 8(2).

Hassan Elmubasher Eltayib, N. (2023). "The Effect of Internal Marketing Determinants on Employee Satisfaction". *Arab Journal for Scientific Publishing (AJSP)*, 6(58).

Lings, I. (1999, August). Managing Service Quality with Internal Marketing Schematics. *Long Range Planning*, 32(4). Retrieved from [https://doi.org/10.1016/S0024-6301\(99\)00048-5](https://doi.org/10.1016/S0024-6301(99)00048-5)

O Almaslukh, F., & Khalid , H. (2022). The Influence of Internal Marketing Practices in the Banking Sector: A Systematic Review Approach. *International Journal of Academic Research in Business and Social Sciences*, 12(08). Retrieved from <http://dx.doi.org/10.6007/IJARBSS/v12-i8/14587>

PUSHPAKUMARI, M. (2008, Joan). The Impact of Job Satisfaction on Job Performance : An Empirical Analysis. *Meijo Ronso*, 9(1).

Ramzanpour, Z., Roholalamini, M., & Gholipour, S. (2020). THE EFFECT OF INTERNAL MARKETING ON CUSTOMER SATISFACTION TAKING INTO ACCOUNT THE SOCIAL RESPONSIBILITY OF THE ORGANIZATION. *EAST-WEST Journal of ECONOMICS AND BUSINESS*, 23(2).

Suleiman Aburoub, A., Mohammad Hersh , A., & Aladwan , K. (2011, May). Relationship between Internal Marketing and Service Quality with Customers' Satisfaction. *International Journal of Marketing Studies*, 3(2).

Tsai, Y., & Tang, T.-W. (2008). How to improve service quality: Internal marketing as a determining factor. *Total Quality Management & Business Excellence*, 19(11). Retrieved from <https://doi.org/10.1080/14783360802323479>

WAMBUGU , L. (2015). Impact of Internal Marketing on Service Quality and Customers Satisfaction A Case Study of Equity Bank, Kengeleni Branch. *Research Journal of Finance and Accounting*, 6(19).

Zegeye Worede, Y. (2019). The Effect of Internal Marketing on Employee Job Satisfaction of Lion International Bank. *Journal of Marketing and Consumer Research*, 63. DOI: 10.7176/JMCR/63-02

Boudaoud , H., Bouziane, H., & Boulekroune , R. (2023). Internal Marketing as an Entrance to Building Quality of Services (Study the mobile phone market in Algeria). *Journal of Economic Papers*, 14(1).

Cheriet, H., & Attoui, N. (2022). The impact of internal marketing practices on improving the quality of banking service-case study of the bank for Agriculture and rural Development in msila. *Journal of Economic Papers*, 13(1).

Chorfi, M., & Boudiaf, I. (2022). The Impact of Internal Marketing on Services Quality Banking Case Study at the National Bank of Algeria in Constantine. *Journal of economic additions*, 6(1).

Grichi, C. (2023). The impact of internal marketing on the quality of banking services An applied study on a group of commercial banks at the Biskra state level. *Review of Human Sciences*, 23(1).

Hadjab , M., & Mezghiche , A. (2022). The bet to achieve quality in banking information systems using internal marketing strategies in the National Bank of Algeria. *Journal of Research in Finance and Accounting*, 7(1).

Hadjab, M., & Arkoub, O. (2020). The role of internal marketing strategy in achieving the quality of banking information system- A case of the Algerian National Bank (BNA)-. *El-MOGGAR Journal For Economic Studies*, 3(1).

Hashem, T., & Al-nsour, I. (2012). THE EFFECT OF INTERNAL MARKETING ON INTERNAL SERVICE QUALITY IN JORDANIAN BANKS. *Asian Journal of Business and Management Sciences*, 2(2).

Mahmoudi , A., & Abdelhamid, F. (2022). The effectiveness of internal marketing in improving the quality of hotel services-Case Study Hotel Mellesse of tissemsilt. *Academic Review of social and human studies*, 14(2).

MILANOVIĆ, V., & MILETIĆ, V. (2023). EVOLUTION AND APPLICATION OF INTERNAL MARKETING AND ITS ROLE IN FINANCIAL SERVICE ORGANIZATIONS. *MB University International Review*, 1(1). doi:DOI: <https://doi.org/10.61837/mbuir010123053m>

Pinto Farrim Fernandes Santiago, M., Coelho , A., & Bairrada , C. (2023). How can internal marketing practices help achieve organizational success? *BRAZILIAN JOURNAL OF PUBLIC ADMINISTRATION (RAP)*, 57(4). DOI: <https://doi.org/10.1590/0034-761220220364x>

Reddy, D., & Reddy, D. (2016). A Study on the Impact of Internal Marketing on Banks, Internal Service Quality and Building Customer Relationship. *International Journal of Exclusive Management Research (IJEMR)*, 6(1).

SIMO MFONTE , C., DOUANLA , J., & FANGUE , L. (2019). The Impact of Internal Marketing on Service Quality (Case Study: African Community Credit – West Region, Cameroon). *International Journal of Business Marketing and Management (IJBMM)*, 4(2).

Vinay Dhanale, R., Pavitra Yalamarti, R., & Sethumadhavan, R. (2022, November). Impact of Internal Marketing on Employee Job Satisfaction. *International Journal of Innovative Research in Science, Engineering and Technology (IJIRSET)*, 11(11). DOI:10.15680/IJIRSET.2022.111147

Yafang , T., & Wang Wu, S. (2011, December). Using internal marketing to improve organizational commitment and service quality. *The Journal of Advanced Nursing (JAN)*, 67(12). Retrieved from <https://doi.org/10.1111/j.1365-2648.2011.05696.x>

Ying Ieongu, C., & Lam, D. (2016). Role of Internal Marketing on Employees' Perceived Job Performance in an Asian Integrated Resort. *Journal of Hospitality Marketing & Management*, 25(5). Retrieved from <https://doi.org/10.1080/19368623.2015.1067664>

РОЛЬ ВНУТРІШНЬОГО МАРКЕТИНГУ В ПІДВИЩЕННІ ЯКОСТІ ПОСЛУГ: ПРИКЛАД ІНОЗЕМНОГО БАНКУ АЛЖИРУ

Assia Brahimi

*Higher school of management Tlemcen
LEREMA laboratory
Algeria*

Djamila Kadri

*University Abou Bakr Belkaid
Tlemcen,
Algeria*

Це дослідження має на меті визначити вплив внутрішнього маркетингу як на ефективність роботи, так і на задоволеність роботою працівників на рівні алжирських банків, а також роль, яку відіграє внутрішній маркетинг для підвищення якості банківських послуг, що надаються клієнтам, і тому ми провели розвідувальне дослідження, яке включало вибірку з 29 працівників Алжирського іноземного банку за допомогою анкети, адресованої їм, а також ми покладалися на описово-аналітичний підхід для введення змінних дослідження та аналізу результатів, а також SPSSV24 Для аналізу та обробки даних, отримані результати показали позитивний і статистично значущий зв'язок між вхідним маркетингом та якістю банківських послуг, що надаються Алжирським іноземним банком, а також статистично значущий вплив вхідного маркетингу як на задоволеність роботою, так і на продуктивність праці співробітників Алжирського іноземного банку. На завершення дослідження було надано низку рекомендацій, найважливішою з яких є необхідність звернути увагу на процес відбору та призначення, щоб банк працював над залученням найкращих компетенцій і наймав потрібну людину на відповідну посаду, на додаток до постійного спостереження та моніторингу того, як співробітники працюють з клієнтами, а також забезпечення фінансової та моральної винагороди для співробітників, які добре працюють з клієнтами банку.

Ключові слова: внутрішній маркетинг, ефективність роботи, задоволеність роботою, якість банківських послуг, Іноземний банк Алжиру.