

**Mourad Kouihal**

E-mail: [mourad.kouihal18@gmail.com](mailto:mourad.kouihal18@gmail.com)

Adjunct Professor at the Department of Commercial Sciences

Mohamed Seddik Ben Yahia University

Jijel, Algeria

[Orcid.org/0009-0007-9257-2813](https://orcid.org/0009-0007-9257-2813)

**Sourour Lamara**

E-mail: [sourour.lamara@univ-jijel.dz](mailto:sourour.lamara@univ-jijel.dz)

Lecturer B at the Department of Management Sciences

Mohamed Seddik Ben Yahia University

Jijel, Algeria

[orcid.org/0009-0001-6778-4394](https://orcid.org/0009-0001-6778-4394)

## **INTERNAL MARKETING AS A NEW APPROACH TO CONTEMPORARY HUMAN RESOURCE MANAGEMENT: AN APPLIED STUDY ON ITS USE IN THE SERVICE SECTOR IN ALGERIA**

**Abstract:** *This research focused on internal marketing as a modern approach in human resource management while analyzing its functional relationship with human resource management. The integration of these two concepts leads to improvements in organizational performance and better talent attraction.*

*The study intended to analyze how internal marketing practices are actually implemented in Algeria's service sector through its main components including employee selection and training together with motivation and delegation of authority and dissemination of marketing information.*

*The study created a questionnaire which was randomly sent to 70 service sector employees to gather information. The Statistical Package for the Social Sciences (SPSS) analyzed the data to test the main and sub-hypotheses of the research.*

*The study found that Algerian service institutions implement internal marketing at a high level but training stands out as the most essential internal marketing practice based on responses. The results demonstrated that Algerian service institutions do not prioritize the delegation of authority to a significant degree.*

**Keywords:** *Employee Selection; Training; Motivation; Delegation of Authority; Dissemination of Marketing Information.*

**JEL classification:** *M51, M53, M54, M12, M31.*

**მურად კუიჰალი**

E-mail: [mourad.kouihal18@gmail.com](mailto:mourad.kouihal18@gmail.com)

კომერციული მეცნიერებების დეპარტამენტის ადიუნქტ-პროფესორი

მოჰამედ სედიკ ბენ იაჰიას უნივერსიტეტი

ჯიჯელი, ალჟირი

Orcid.org/0009-0007-9257-2813

**სოუროურ ლამარა**

E-mail: [sourour.lamara@univ-jijel.dz](mailto:sourour.lamara@univ-jijel.dz)

მენეჯმენტის მეცნიერებათა დეპარტამენტის ასოცირებული პროფესორი

მოჰამედ სედიკ ბენ იაჰიას უნივერსიტეტი

ჯიჯელი, ალჟირი

Orcid.org/0009-0001-6778-4394

## შიდა მარკეტინგი, როგორც თანამედროვე ადამიანური რესურსების მართვის ახალი მიდგომა: გამოყენებითი კვლევა მისი გამოყენების შესახებ ალჟირში მომსახურების სექტორში

**აბსტრაქტი.** კვლევა ფოკუსირებული იყო შიდა მარკეტინგზე, როგორც ადამიანური რესურსების მართვის თანამედროვე მიდგომაზე, ადამიანური რესურსების მართვასთან მისი ფუნქციური ურთიერთობის ანალიზისას. ამ ორი კონცეფციის ინტეგრაცია იწვევს ორგანიზაციული მუშაობის გაუმჯობესებას და ნიჭის უკეთ მოზიდვას.

კვლევის მიზანი იყო იმის ანალიზი, თუ როგორ ხორციელდება რეალურად შიდა მარკეტინგული პრაქტიკა ალჟირის მომსახურების სექტორში მისი ძირითადი კომპონენტების მეშვეობით, მათ შორის თანამშრომლების შერჩევასა და ტრენინგთან ერთად, მოტივაციასთან და უფლებამოსილების დელეგირებასთან და მარკეტინგული ინფორმაციის გავრცელებასთან ერთად.

კვლევის ფარგლებში შეიქმნა კითხვარი, რომელიც შემთხვევითობის პრინციპით გაეგზავნა 70 მომსახურების სექტორის თანამშრომელს ინფორმაციის შესაგროვებლად. სოციალურ მეცნიერებათა სტატისტიკურმა პაკეტმა (SPSS) გააანალიზა მონაცემები კვლევის ძირითადი და ქვეპიპოთეზების შესამოწმებლად.

კვლევამ აჩვენა, რომ ალჟირის მომსახურების დაწესებულებები მაღალ დონეზე ახორციელებენ შიდა მარკეტინგს, მაგრამ ტრენინგი გამოირჩევა, როგორც ყველაზე მნიშვნელოვანი შიდა მარკეტინგის პრაქტიკა პასუხების საფუძველზე. შედეგებმა აჩვენა, რომ ალჟირის მომსახურების დაწესებულებები მნიშვნელოვანწილად არ ანიჭებენ პრიორიტეტს უფლებამოსილების დელეგირებას.

**საკვანძო სიტყვები:** თანამშრომლების შერჩევა; ტრენინგი; მოტივაცია; უფლებამოსილების დელეგირება; მარკეტინგული ინფორმაციის გავრცელება.

**JEL კლასიფიკაცია:** M51, M53, M54, M12, M31.

### **Introduction and review of literature**

The fundamental organizational function of marketing stands as one of the most essential elements for businesses. Marketing stands alone as the organization function which starts before production begins while maintaining its operations until after sales completion. The organization achieves its goal through customer-oriented strategies which include researching customer needs and working to deliver satisfactory services that lead to complete satisfaction with the organization. The human resource management function demonstrates high organizational significance because it addresses employee development through capability enhancement and work performance improvement.

The concept of internal customers emerged during recent years to describe the human resources that work inside organizations. An organization must give priority to its human resources before it can direct its attention toward external customers. The successful achievement of this goal requires both the marketing department and human resource management functions to work together. The organization uses marketing techniques to its workforce which creates the internal marketing concept. Service-oriented organizations together with other businesses have adopted this method to meet their staff needs and provide proper work conditions which results in better employee performance. The service delivery to external customers receives a positive impact because of this.

The organization considers its human resources as its most valuable resource. The organization uses human resources to perform administrative duties while managing capital along with handling equipment and tools and executing projects and providing services to clients and maintaining client relationships. The organization needs to focus on its workforce in order to motivate them to deliver services that match customer needs. The organization can achieve this through internal marketing strategies by selecting suitable candidates for positions and providing them with ongoing training and motivation and authority and complete work information as well as fulfilling their needs to boost their capabilities and performance.

The present research examines internal marketing as a contemporary human resource management method alongside its actual implementation in Algerian service sector organizations. Based on this, the primary research question can be formulated as follows:

#### **What is the extent of internal marketing application as a new approach to human resource management in the service sector in Algeria?**

The following sub-questions are derived:

- What is the extent of application of employee selection in the service sector in Algeria?
- What is the extent of application of training in the service sector in Algeria?
- What is the extent of application of motivation in the service sector in Algeria?
- What is the extent of application of authority delegation in the service sector in Algeria?
- What is the extent of application of marketing information dissemination in the service sector in Algeria?

### **Study Significance**

The critical importance of internal marketing as a modern human resource management approach makes this study essential for contemporary organizations. All organizations need this concept urgently but service organizations require it the most. Through internal marketing organizations succeed at recruiting talented employees with superior abilities who will provide outstanding services to their external customers. When organizations create positive work conditions their employees become satisfied and this leads to improved satisfaction levels among external customers.

### **Study Objectives**

This study aims to:

- Highlight the importance of internal marketing as a modern approach in contemporary human resource management and emphasize the necessity of its adoption by service organizations.
- Examine the extent to which internal marketing is applied in the service sector in Algeria.
- Identify the most significant internal marketing practices within the Algerian service sector.

### Study Hypothesis

The main hypothesis of the study is formulated as follows:

- There is a high level of internal marketing application in the Algerian service sector.

The sub-hypotheses are as follows:

- There is extensive implementation of employee selection in the Algerian service sector.
- There is extensive implementation of training in the Algerian service sector.
- There is extensive implementation of motivation in the Algerian service sector.
- There is extensive implementation of authority delegation in the Algerian service sector.
- There is a high level of application of marketing information dissemination in the Algerian service sector.

### 1. Internal Marketing

The initial development of internal marketing concepts began during 1980 when researchers started assessing service quality by studying delivery processes and methods. The research showed that employees who understand customer requirements and stay motivated are essential for providing quality service. The research led to the understanding that employee happiness directly influences customer satisfaction levels. Organizations started to view employees as internal customers while simultaneously recognizing them as their most important market segment.

#### 1.1 Definition of Internal Marketing

The academic community continues to lack an agreement about a standard definition for internal marketing. Several attempts to define internal marketing exist although they differ in their approaches and perspectives.

Kotler describes internal marketing as the process of hiring staff while training them to deliver customer service at its highest potential level (Kotler, 1991).

Berry and Parasuraman say that internal marketing is attracting, developing, motivating, and keeping qualified employees through job products that meet their needs. Internal marketing is a way for employees to think about customers and a way for companies to plan how to make job products that meet people's needs (Berry, 1991, p. 151).

Rafiq and Ahmed describe internal marketing as a planned approach that uses marketing techniques to break organizational resistance to change and align employees and motivate them until they reach their functional roles for implementing institutional and functional strategies to achieve customer satisfaction through motivated, customer-oriented employees (Rafiq, 2000, p. 461).

The various definitions show that internal marketing uses marketing principles alongside human resource management strategies to deliver external marketing approaches for employee needs while fulfilling their requests to enhance their understanding of external customers.

The analysis of different internal marketing definitions shows that some definitions derive their principles mainly from human resource management literature while others base their understanding on marketing management literature and customer satisfaction principles.

#### 1.2 Characteristics of Internal Marketing

Internal marketing is distinguished by several key characteristics, the most important of which are:

- Internal marketing operates as a social process to maintain organizational exchange procedures between employees and the organization. The organization must recognize that employees require

more than material compensation since they also need security and friendship alongside belonging and these social requirements. The organization uses Internal marketing to satisfy these requirements.

- An administrative process: Internal marketing works to integrate the various functions within the organization through:
  - The organization must guarantee that every employee understands their operational tasks while understanding how these tasks satisfy external customer requirements.
  - All employees need proper training and motivation to achieve efficient task performance.

### 1.3 Importance of Internal Marketing

Rafiq and Ahmed emphasize that internal marketing holds considerable significance (Rafiq, 2000, p. 453):

- Simultaneously improves both customer satisfaction and employee satisfaction.
- Contributes to motivating employees and enhancing their job satisfaction.
- Directs and satisfies customer needs.
- Achieves coordination and integration among the organization's functions.
- Applies external marketing techniques to employees within the organization.
- Facilitates the implementation of the organization's functional strategies.
- The absence of an internal marketing philosophy within the organization can lead to employee resistance to any change or renewal initiatives.
- Ensures high-quality in-service delivery and greater customer satisfaction.
- Enhances understanding of employees' capabilities, attitudes, and skills.
- Aligns all employees with the organization's strategic mission and objectives, enabling them to represent the organization more effectively and engage successfully with the end customer.
- Creates a competitive advantage for the organization.
- Contributes to creating a work environment that attracts, satisfies, and retains the most talented individuals, thereby improving external marketing performance.
- Serves as a source of training, enabling the organization to enhance its knowledge of services as well as improve its capabilities, awareness of marketing opportunities, and marketing skills.
- Improves relationships among employees.

### 1.4 The Internal Marketing Mix

The research of Rafiq and Ahmed demonstrates that external marketing methods including the marketing mix elements (7Ps) can be utilized for employee management in organizations (Rafiq, 1993, pp. 223–227):

- Product: The strategic level of internal product consists of organizational values along with necessary attitudes needed to implement work plans. The tactical level consists of new procedures and methods for dealing with customers. Human resources provides the internal product through its offered services and training programs.
- Price: The internal marketing definition of price represents the mental barriers employees face when adopting new work approaches and projects needed to follow organizational policies which are commonly known as opportunity costs. The process of evaluating and determining opportunity cost values proves to be much more complicated than pricing products and services. Employees tend to view these costs as higher than they actually are which creates obstacles for change acceptance.
- Promotion: Marketing promotion involves advertising and personal selling and sales promotion and publicity to deliver information to potential organization customers. Internal marketing requires the development of appropriate communication plans along with multiple communication techniques which utilize diverse media channels to reach employees. The communication methods consist of

scheduled meetings combined with visual audio announcements and organizational newspapers and posters and continuous verbal messages. The organization needs to focus on distributing new policies and training programs through corporate publications and notice boards while creating contact points and brochures and booklets to give employees extra information. Personal selling stands as the top promotional method for internal marketing because management or supervisory professionals deliver messages that carry natural authority to their audience.

- **Distribution:** Distribution within external marketing describes the locations and delivery methods which bring products to customers. Internal marketing defines the "place" as the facilities used for meetings and conferences which explain organizational policies to employees. The term "channels" includes third parties who execute employee training programs such as consultants and training agencies.
- **Physical Evidence:** Physical evidence in external marketing consists of both the delivery environment for customers and the meeting space between employees and customers as well as the physical items which enable product delivery. The delivery environment in which the "product" is presented to employees holds minimal importance because it usually matches the standard workplace environment. The importance of the location increases during specific situations when conferences take place off-site or employees attend external training programs. The tangible elements hold more significance in internal marketing because organizations must properly document their policies and all their modifications. When employees need to follow particular standards these standards must be completely documented.
- **Processes:** Marketing processes include the methods by which customers obtain products from businesses. Internal marketing processes consist of the methods through which employees generate customer awareness which mainly relies on ongoing employee training. The method of implementing organizational policies determines whether management enforces them through unilateral decisions or develops them through employee collaboration.
- **People:** The service delivery process requires staff members who produce and deliver services while service recipients maintain influence over how other customers perceive the product or service. Internal marketing depends on employees to affect customer acceptance of services and satisfaction levels mostly through their direct contact with customers. Organizations need to establish employee engagement through continuous communication as a top priority. Employees tend to respond best to motivation from their direct supervisors who help them achieve higher service quality because employees typically follow their immediate managers' guidance.

## **1.5 Internal Marketing Procedures**

### **1.5.1 Employee Selection**

The primary element in service delivery and production consists of human resources because employees directly affect customer perceptions of the organization. Organizations need to evaluate multiple criteria when selecting personnel because employee capabilities and competencies develop from intelligence and responsiveness and their ability to understand customer needs. The selection criteria include personal and physical attributes as well as health status together with educational background and previous work experience. The employee selection process consists of methods and rules that determine how to choose candidates based on merit while predicting their potential success in employment (Zwardon-Kuchciak, 2020, pp. 140–141).

### **1.5.2 Training**

Organizations should implement employee training as their most effective policy to boost workforce skills and enhance performance levels. The process of training involves activities to develop and expand an

individual's abilities and knowledge needed for their professional duties (Chhy, p. 42). Organizations that want to remain current with modern developments use this organized process to enhance individual capabilities and build skills as their defining characteristic.

### **1.5.3 Motivation**

Human resource management focuses on employee motivation as a key strategy to boost productivity levels that ultimately benefit the organization. The definition of incentives includes performance-based rewards given to employees for work that surpasses typical expectations and extra compensation beyond standard wages (Osablya, p. 63).

### **1.5.4 Delegation of Authority**

Delegating authority is a key factor in organizational success, as it involves engaging employees in decisions related to their work.

### **1.5.5 Dissemination of Marketing Information**

This refers to informing employees about the organization's plans, policies, objectives, and strategies so that they are fully aware of its direction when dealing with customers.

## **1.6 Characteristics of Internal Marketing in the Service Sector**

The marketing department within industrial organizations holds main responsibility for all marketing functions. Most employees within industrial organizations interact mainly with products instead of customers since their work focuses on the product. Service organizations place the bulk of marketing duties on their employee base. The organizational philosophy must include marketing responsibility which every employee across all managerial levels must adopt. The production sector managers should direct their marketing efforts outside of the organization yet service sector managers must prioritize internal marketing especially towards their staff members.

Service organizations find the greatest value in internal marketing as a specialized marketing approach. Service organizations require more than traditional marketing techniques because they cannot rely solely on the exchange process between service providers and customers. Organizations need to focus on their employees since their role in determining service quality and shaping customer satisfaction with marketing offerings has created an additional exchange process between the organization and its staff.

Internal marketing views employee activities as internal products which serve as the basis of this approach. Service organizations need to concentrate on their staff members' needs while fulfilling these requirements through their operational activities. The approach establishes a skilled workforce which satisfies customer needs at the same time.

Service organization managers need to develop a deep understanding of how service providers interact with service recipients because they must prioritize this knowledge. Customers who receive poor services tend to react with negative responses. Research studies show that people who receive excellent services from service organizations tend to tell five other people about their positive experiences. People who experience poor service share their negative feedback with ten different people on average. The way customers perceive their satisfaction depends heavily on word-of-mouth communication. Service quality depends on employees providing courteous reception to customers while treating them with respect and giving them necessary information along with displaying proper attitudes in delivering requested services at maximum speed without causing any problems to customers.

Service providers function as essential components of the product since all service-sector marketing activities rely completely on employees instead of marketing departments.

## **1.7 The Impact of Internal Marketing on Human Resource Management**

Internal marketing dedicates its efforts toward organizational personnel by viewing employees as internal customers. The significant impact of internal marketing on human resource management manifests through various observable elements (Candrika, 2018, pp. 18–19)

- **Employee Retention:** Organizations spend extensive resources on training and recruiting new staff because of their high employee turnover rates. Internal marketing functions as a strategic method to establish ongoing staff dialogues which lead to recognizing employee needs and expectations for their fulfillment which motivates staff retention within the organization.
- **Attracting Talent:** The organization employs internal marketing to select the most suitable personnel who then help attract talented individuals that boost organizational success.
- **Building Strong Employee Relationships:** Organizations create robust employee relationships by implementing training programs along with motivational initiatives and skill development activities and by promoting effective internal communication and granting employees authority through delegation.
- **Improving Recruitment Methods and Techniques:** Organizations that implement internal marketing strategies can successfully integrate new employees into their operations. Human resource management benefits from adopting successful recruitment methods and techniques through this approach.
- **Enhancing Employees' Sense of Belonging and Trust:** Internal marketing practices of organizations include employees as fundamental elements for their strategies and valuable organizational assets which creates stronger feelings of belonging and trust among employees.
- **Employees perform better when organizations recognize their value** which leads them to deliver improved service quality to their external customers.
- **Organizational Goal Awareness Among Employees:** Internal marketing implementation within organizations helps employees understand both strategic direction and core objectives of their organization.
- **Fostering Employee Responsibility:** The internal marketing policy which drives employee motivation leads them to take greater responsibility for organizational matters.
- **External Customer Loyalty and Satisfaction Improves:** Employees who experience workplace satisfaction tend to deliver superior service to external customers which results in increased customer loyalty and satisfaction.
- **Achieving Competitive Advantage:** Organizations should first direct their attention towards internal customers because this enables them to deliver innovative and distinct services to external customers thus creating competitive advantages.
- **Reducing Costs:** Organizations can minimize expenses related to staff recruitment training and development by maintaining employee retention.
- **Enhancing Internal Communication:** The establishment of effective management-employee communication through internal marketing leads to better understanding of organizational directions between both parties.
- **Performance Measurement and Continuous Improvement:** Data collection about employee satisfaction and engagement levels through internal marketing allows human resource management to detect required adjustments and improvement areas.
- **The implementation of internal marketing promotes collaboration** between different departments which enhances the teamwork between human resource management and other organizational units to achieve common goals.

## 2. Methodology and Tools



This section presents the field study conducted on the reality of internal marketing practices within the service sector in Algeria.

### 2.1 Study Population and Sample

The study population consists of employees working in Algeria’s service sector. The study sample comprised 70 employees from the service sector, selected using a convenience sampling method.

### 2.2 Study Instrument

The primary instrument for data collection was a questionnaire consisting of 20 items. Four items were assigned to each of the dimensions of internal marketing: employee selection, training, motivation, delegation of authority, and dissemination of marketing information.

### 2.3 Reliability of the Study Instrument

To test the reliability of the study instrument, Cronbach’s Alpha coefficient was employed, as shown below:

Table (01): Results of the Questionnaire Reliability Test.

Variable	Number of Items	Cronbach’s Alpha
Employee Selection	4	0.864
Training	4	0.851
Motivation	4	0.833
Delegation of Authority	4	0.812
Dissemination of Marketing Information	4	0.803
Internal Marketing (overall)	20	0.827

Source: Compiled by the researchers from SPSS output.

Table 01 shows the Cronbach’s Alpha coefficients for the study variables which surpass the required statistical threshold of 0.6. The questionnaire items show appropriate reliability for this research because they meet the required threshold of 0.6 according to Table 01 (Taber, 2017, p. 1007).

### 2.4 Testing the Study Hypothesis

The main hypothesis together with its sub-hypotheses were tested by analyzing arithmetic means and standard deviations of internal marketing application dimensions from study participants. The five-point Likert scale was applied, with category ranges determined as presented in Table 02.

Table (02): Determining Class Length According to the Five-Point Likert Scale.

Response Category	Code	Arithmetic Mean Range	Judgment
Strongly Disagree	1	(1.00 – 1.80]	Very Low
Disagree	2	(1.80 – 2.60]	Low
Neutral	3	(2.60 – 3.40]	Moderate
Agree	4	(3.40 – 4.20]	High
Strongly Agree	5	(4.20 – 5.00]	Very High

Source: Compiled by the researchers from the five-point Likert scale.

The means, standard deviations, and response levels for the questionnaire items and study variables are presented in Table (03).

Table (03): Arithmetic Mean, Standard Deviation, and Response Level for the Items and Study Variables.

Statement	Mean	Std	Response Level
I was subjected to tests before being hired by the organization	3.662	0.853	High
Employees in the organization are selected based on competence	3.351	0.932	Moderate
The organization seeks to place the right employee in the right position	3.273	1.112	Moderate

My position matches my academic qualifications	3.654	0.784	High
Employee Selection (Overall)	3.485	0.892	High
The organization consistently provides training for employees	4.116	0.911	High
Management develops training programs to enhance employee efficiency	4.102	0.745	High
I have been enrolled in training courses by the organization	4.18	0.876	High
Training courses have helped improve my efficiency	3.644	1.123	High
Training (Overall)	4.01	0.824	High
The organization works to motivate employees	3.671	0.978	High
The organization offers both financial and non-financial incentives	3.552	0.887	High
Promotion opportunities are available to all employees	3.172	1.055	Moderate
I feel that working conditions in the organization are motivating	3.266	1.288	Moderate
Motivation (Overall)	3.415	0.986	High
The organization involves employees in decision-making	2.514	1.178	Low
The organization listens to employee suggestions	2.411	1.085	Low
The organization delegates authority to employees	2.876	0.946	Moderate
The organization values my suggestions	2.975	1.185	Moderate
Delegation of Authority (Overall)	2.694	1.078	Moderate
The organization communicates work-related information to all employees	2.562	1.046	Moderate
The organization keeps us informed of new work-related information	3.744	0.927	High
The organization provides me with the information I need for my work	3.723	1.035	High
The information provided by the organization is useful for my work	3.684	1.008	High
Dissemination of Marketing Information (Overall)	3.428	0.985	High
Internal Marketing (Overall)	3.406	0.932	High

Source: Compiled by the researchers from SPSS outputs.

The data reveals that the average internal marketing dimension score reaches 3.406 placing it in the high category. The respondents view internal marketing implementation in Algeria's service sector to be at an advanced stage. The measured standard deviation reached 0.932 which shows that respondents gave answers that were quite consistent. The main hypothesis which states that internal marketing implementation in Algerian service sector exists at a high level receives acceptance based on this finding.

The ranking of internal marketing practices was as follows:

- The respondents ranked Training as their top priority with an arithmetic mean score of 4.010 which falls into the "high" category. The second sub-hypothesis received support through this finding that states training implementation reaches high levels in the Algerian service sector.
- The respondents ranked Employee Selection as their second important factor with an arithmetic mean score of 3.485 which falls into the "high" category. The first sub-hypothesis received support through this finding which states that employee selection implementation reaches high levels in the Algerian service sector.
- The third most important factor according to respondents was the dissemination of marketing information which received an arithmetic mean score of 3.428 within the "high" category. The fifth

sub-hypothesis receives support from this finding which states that dissemination of marketing information exists at high levels in the Algerian service sector.

- The study found motivation to be the fourth important factor with an arithmetic mean score of 3.415 which falls into the "high" category. The third sub-hypothesis receives support from this finding which states that motivation exists at high levels in the Algerian service sector.
- The respondents ranked Delegation of Authority as the fifth important factor with an arithmetic mean score of 2.496 which falls into the "moderate" category. The fourth sub-hypothesis receives rejection because the delegation of authority in the Algerian service sector does not reach high levels.

### **Results and Discussion**

This research study investigates modern human resource management practices through internal marketing implementation in Algerian service organizations. The research findings can be summarized as follows:

- The research findings support the primary hypothesis by showing extensive internal marketing implementation throughout the Algerian service sector. The evidence proves that service organizations in Algeria actively implement internal marketing practices which combine marketing and human resource management functions to focus on employee internal customers who work to deliver excellent service to external customers.
- The study respondents identified training as the most crucial internal marketing practice because it shows high implementation levels. The data demonstrates that Algerian service organizations create training initiatives to improve their employee abilities.
- The study respondents identified employee selection as their second most important practice which shows strong implementation levels. The evidence shows that Algerian service organizations demonstrate importance through their recruitment and selection and appointment policies.
- The importance of marketing information dissemination came third in the survey results where respondents indicated high levels of implementation. Service organizations in Algeria dedicate special attention to internal communication and share work-related information with all their employees.
- The fourth most important factor according to respondents was motivation which showed high implementation levels. The data shows Algerian service organizations make active efforts to motivate their human resources.
- Respondents indicated that delegation of authority received the lowest importance level among the factors with moderate implementation levels in service organizations of Algeria. The data suggests that service organizations in Algeria demonstrate minimal interest in including employees in decision-making processes.

### **Conclusion**

Human resource management receives its direction from marketing through internal marketing which views employees as internal customers who need organizational management attention. The organization provides its personnel with training and education and develops their skills while motivating and empowering them to build organizational dedication which leads to external customer loyalty and satisfaction. When employees feel satisfied and committed they tend to provide superior service quality to their organization's customers. The service sector demonstrates greater importance of internal marketing compared to industrial and manufacturing sectors. The functions of internal marketing and human resource management exist in harmony with each other. The organization enhances its public perception through internal marketing efforts while human resource management seeks to elevate both employee performance

and work standards. The combination of these two concepts leads to better organizational performance and draws in superior talent.

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